

UNITED STATES AIR FORCE

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# OCCUPATIONAL SURVEY REPORT

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OPERATIONS RESOURCES MANAGEMENT

AFSC 271X2

AFPT 90-271-812

JUNE 1989

OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT CENTER  
AIR TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78160-5000

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## PREFACE

This report presents the results of an Air Force occupational survey of the Operations Resources Management (AFSC 271X2) career ladder. Authority for conducting occupational surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Lieutenant John Foytlin developed the survey instrument, Ms Rebecca Hernandez provided computer programming support, and Ms Tamme Lambert provided administrative support. Mr Daniel E. Dreher analyzed the data and wrote the final report. Lieutenant Colonel Charles D. Gorman, Chief, Airman Analysis Branch, Occupational Analysis Division, USAF Occupational Measurement Center, reviewed and approved this report for release.

Copies of this report are distributed to Air Staff sections and other interested training and management personnel. Additional copies may be requested from the Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

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## SUMMARY OF RESULTS

1. Survey Coverage: This report is based on data collected from 1,595 respondents constituting 64 percent of all assigned AFSC 271X2 personnel. All major using commands are well represented in the sample.
2. Career Ladder Structure: Survey data show this is a very diverse career ladder with eight job clusters and two independent jobs identified in the sample. The clusters are: Squadron Operations, Flight Records, Scheduling and Current Operations, Aircrew Training Records, NCOICs and Supervisors, Duty Desk and Dispatch, AFORMS Resources, and Ground Training Scheduling. The independent jobs are: HQ Staff and Standardization and Evaluation.
3. Career Ladder Progression: This career ladder is typical in that 3- and 5-skill level members spend most of their job time performing technical tasks related to a number of different jobs. Seven-skill level members are first-line supervisors, as they perform a mixture of technical and supervisory tasks. Nine-skill level members have managerial and staff positions which involve nontechnical aspects of the specialty.
4. Specialty Descriptions: The AFR 39-1 Specialty Descriptions accurately describe jobs and tasks performed by AFSC 271X2 personnel, with one exception. Functional managers need to consider either including the duty desk tasks in the descriptions or working with functional managers of other AFSCs to reassign the responsibilities to other specialties.
5. Training Analysis: Much of both the Specialty Training Standard (STS) and Plan of Instruction (POI) are not supported by survey data when reviewed using criteria set forth in AFR 8-13/ATC Supplement 1 and ATCR 52-22. Both documents, as well as the need for the entry-level course and utilization of course graduates, should be thoroughly reviewed by training personnel and career ladder managers.
6. Job Satisfaction: Job satisfaction for respondents in the present study are somewhat lower than those reported for members of comparative AFSCs surveyed over the last two years. In contrast, a higher percentage of first-enlistment respondents in the present study find their job interesting and feel their talents are used than those in the previous AFSC 271X2 study. AFSC 271X2 personnel working in the Duty Desk and Standardization and Evaluation jobs have the lowest indicators of all specialty job groups.
7. Implications: Survey data show there is still so much diversity in the career ladder that the usual ATC criteria for entry-level training does not support a great deal of the current course. In addition, many STS elements are also not supported using criteria set forth in AFR 8-13/ATC Supplement 1 and ATCR 52-22. Training personnel need to review both documents carefully using survey data.

OCCUPATIONAL SURVEY REPORT  
OPERATIONS RESOURCES MANAGEMENT  
(AFSC 271X2)

INTRODUCTION

This is a report of an occupational survey of the Operations Resources Management (AFSC 271X2) career ladder completed by the USAF Occupational Measurement Center in April 1989. This career ladder was last surveyed in 1986. The results of the 1986 OSR showed AFSC 271X2 personnel had some major utilization problems and job satisfaction was quite low. A Category B resident course was created in 1987 to train half the personnel entering the specialty on the new AFOLDS record keeping system in hopes that utilization of AFSC 271X2 personnel would improve. The present survey was requested by HQ ATC/TTOK to determine if graduates of the entry-level course are using their training and if utilization has improved.

Background

The AFR 39-1 Specialty Description states that AFSC 271X2 personnel monitor, collect, and audit operations data on aircrew resources (flying hours, aircrew training, and flight records). They also schedule aircrew training, maintain mission information, input and retrieve resource data, compile statistical summaries of operations data, and maintain flight, training, and evaluation records.

As stated, half the personnel enter the career ladder by attending the Category B entry-level course taught at Keesler AFB. The rest enter the career ladder by direct duty assignment out of basic military training and receive on-the-job training.

SURVEY METHODOLOGY

Data for this survey were collected using USAF Job Inventory AFPT 90-271-812 (October 1988). The Inventory Developer reviewed pertinent career ladder documents, the previous OSR and job inventory, and then prepared a tentative task list. The task list was validated through personal interviews with 62 subject-matter experts at the following bases: Keesler AFB MS, Eglin AFB FL, Tyndall AFB FL, Hurlburt Fld FL, Langley AFB VA, Beale AFB CA, Castle AFB CA, Mather AFB CA, Travis AFB CA, and Randolph AFB TX.

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The final inventory contains 317 tasks grouped under 11 duty headings, standard background questions asking for DAFSC, organization of assignment, MAJCOM, duty title, TAFMS, time in career ladder, and additional questions asking respondents to indicate office equipment used, organizational level and functional area assigned to, computer equipment used, and technical school courses completed. Training personnel will use responses to these questions to evaluate training and determine if there has been an improvement in the way AFSC 271X2 personnel are being used.

### Survey Administration

From November 1988 through January 1989, Consolidated Base Personnel Offices at operational bases worldwide administered the surveys to AFSC 271X2 personnel selected from a computer-generated mailing list provided by the Air Force Human Resources Laboratory. Respondents were asked to complete the identification and biographical information section first, go through the booklet and mark all tasks they perform in their current job, and then go back and rate each task they marked on a 9-point scale reflecting the relative amount of time spent on each task. Time spent ratings range from 1 (indicating a very small amount of time spent) to 9 (indicating a very large amount of time spent).

The computer calculated the relative percent time spent on all tasks for each respondent by first totalling ratings on all tasks, dividing the rating for each task by this total, and multiplying by 100. The percent time spent ratings from all inventories were then combined and used with percent member performing values to describe various groups in the career ladder.

### Survey Sample

Because there are less than 3,000 AFSC 271X2 personnel in the career ladder, only those members not about to retire, to make a PCS move, or those having more than 6 weeks on the job received a survey booklet. The final sample included responses from 1,595 members. As shown in Tables 1 and 2, the MAJCOM and DAFSC representation in the sample is very close to that of the total AFSC 271X2 population.

### Data Processing and Analysis

Once the job inventories are received from the field, demographic data, such as name, duty AFSC, and time in career ladder, are manually entered to form one computer file. Responses to task statements and background information, on the other hand, are optically scanned to become another computer file. The two files are merged to form one complete case record for each respondent. Comprehensive Occupational Data Analysis Programs (CODAP) then create a job description for each respondent, as well as composite job descriptions for members of various demographic groups. These job descriptions are used for much of the occupational analysis.

TABLE 1

## MAJCOM REPRESENTATION IN SAMPLE

MAJCOM	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
-----	-----	-----
TAC	31%	30%
MAC	23%	25%
SAC	15%	17%
USAFE	10%	9%
ATC	8%	9%
PACAF	5%	3%
AFSC	2%	2%
OTHER	6%	5%

TOTAL ASSIGNED = 2,503

TOTAL ELIGIBLE = 2,240

TOTAL IN FINAL SAMPLE = 1,595

PERCENT OF ASSIGNED IN SAMPLE = 64%

PERCENT OF ELIGIBLE IN SAMPLE = 71%

TABLE 2

## PAYGRADE REPRESENTATION IN SAMPLE

PAYGRADE	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
-----	-----	-----
E-1 to E-3	18%	17%
E-4	31%	33%
E-5	23%	23%
E-6	14%	14%
E-7	11%	10%
E-8	2%	2%
E-9	*	*

\* Denotes less than 1 percent



### Task Factor Administration

Personnel who make decisions about career ladder documents and training programs need task factor data (training emphasis and task difficulty ratings), as well as job descriptions. The survey process provides these data by asking selected E-6 and E-7 supervisors to complete either a training emphasis (TE) or task difficulty (TD) booklet. These booklets are processed separately from the job inventories and TE and TD data are used in several analyses discussed later in this report.

Training Emphasis (TE). Training emphasis is defined as the amount of structured training that first-enlistment personnel need to perform tasks successfully. Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Thirty-five experienced AFSC 27172 supervisors rated the tasks in the inventory on a 10-point training emphasis scale ranging from 0 (no training required) to 9 (much structured training required). The interrater reliability for these 35 raters is acceptable.

TE ratings, when used with percent members performing values and task difficulty ratings, can help validate the need for organized training and provide insight into the 3-skill level training codes needed on individual STS elements.

Task Difficulty (TD). Task difficulty is defined as an estimate of the length of time the average airman takes to learn how to perform each task listed in the inventory. Fifty-one experienced AFSC 27172 supervisors rated the difficulty of the tasks in the inventory on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficult to learn). Ratings are adjusted so tasks of average difficulty have a value of 5.0. Interrater reliability for these 50 raters is also acceptable.

Automated Training Indicators (ATI). The computer uses TE and TD ratings for each task in the inventory, percent of first-enlistment respondents performing, and the training decision table found in ATCR 52-22 to compute an Automated Training Indicator (ATI) value for each task. ATI numbers correspond to training decisions found on the Course Training Decision Table in ATCR 52-22. ATI, TE and TD values, and percent of various groups of respondents performing tasks are the data used to make decisions about training requirements. These data are discussed later in the Training Analysis section of this report.

### **SPECIALTY JOBS (Career Ladder Structure)**

The first step in the analysis process is to identify the structure of the career ladder in terms of jobs performed. CODAP assists by creating an individual job description for each respondent based on the tasks performed and relative amount of time spent on the tasks. The CODAP automated job

clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, new members are added to this initial group or new groups are formed based on the similarity of tasks and time spent ratings. This process continues until all respondents have been included in a group.

The basic group that CODAP uses in the clustering process is a job, or those individuals who perform many of the same tasks and spend a similar amount of time performing them. When several jobs are similar, they form a cluster. If members of a job perform tasks so different they cannot be included in a cluster, they are referred to as being an independent job. These definitions were used to describe the Operations Resources Management specialty and the variations in jobs within the specialty. In addition, this information was used to evaluate the accuracy and completeness of AFR 39-1 Specialty Descriptions, the Specialty Training Standard, and how members of the career ladder are being used.

#### Overview

This is a very diverse career ladder, with several large groups of members performing tasks related to the specialty and smaller groups working essentially out of the specialty. The diversity is reflected by the low average number of tasks members of the career ladder jobs perform. Survey data show there are eight clusters and two independent jobs in this career ladder (Figure 1). These 10 groupings are listed below. The relative time members of the jobs spend on duties is presented in Table 3, while selected background information on these members is presented in Table 4. The Stage (STG) number beside the job title is a group reference number assigned by CODAP, and the letter "N" refers to the number of respondents in each job.

- I. SQUADRON OPERATIONS CLUSTER (STG192, N=500)
- II. FLIGHT RECORDS CLUSTER (STG106, N=255)
- III. SCHEDULING AND CURRENT OPERATIONS CLUSTER (STG033, N=204)
- IV. AIRCREW TRAINING RECORDS CLUSTER (STG122, N=192)
- V. NCOICs AND SUPERVISORS CLUSTER (STG035, N=104)
- VI. DUTY DESK CLUSTER (STG076, N=92)
- VII. AFORMS RESOURCES CLUSTER (STG034, N=51)
- VIII. GROUND TRAINING SCHEDULING CLUSTER (STG068, N=49)
- IX. HQ STAFF INDEPENDENT JOB (STG243, N=5)
- X. STANDARDIZATION AND EVALUATION INDEPENDENT JOB (STG212, N=5)

# AFSC 271X2 PERSONNEL IN CAREER LADDER JOBS

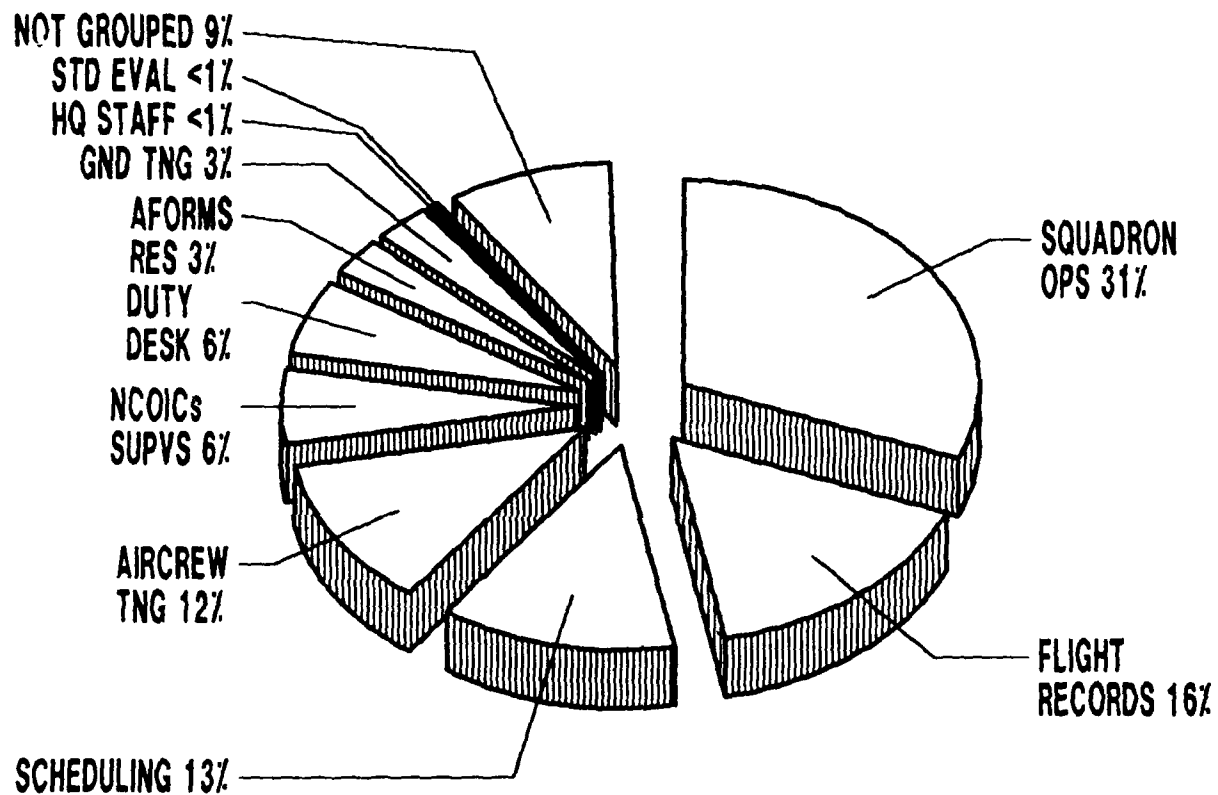


FIGURE 1

TABLE 3

## RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY MEMBERS OF CAREER LADDER JOBS

DUTIES	SQUAD OPS (N=500)	FLIGHT RECORDS (N=255)	SCHED & CURR OPS (N=204)	AIRCREW TRAINING (N=192)	NCOICs SUPVS (N=104)	DUTY DESK (N=92)
A ORGANIZING AND PLANNING	6	4	8	4	18	3
B DIRECTING AND IMPLEMENTING	9	5	12	8	19	7
C INSPECTING AND EVALUATING	3	3	3	2	11	1
D TRAINING	5	4	4	6	23	4
E PERFORMING RESOURCE MANAGEMENT FUNCTIONS	11	65	4	12	8	5
F PERFORMING DATABASE MANAGEMENT AND PROCESSING FUNCTIONS	4	9	1	8	4	4
G PERFORMING FLIGHT MANAGEMENT FUNCTIONS	17	3	6	17	4	23
H PERFORMING SQUADRON OPERATIONS CENTER (DUTY DESK) AND RUNWAY SUPERVISORY UNIT (RSU) FUNCTIONS	16	*	6	3	3	37
I PERFORMING CURRENT OPERATIONS OR SCHEDULING FUNCTIONS	12	*	55	3	4	12
J PERFORMING STANDARDIZATION AND EVALUATION FUNCTIONS	*	*	*	*	*	*
K PERFORMING AIRCREW TRAINING FUNCTIONS	17	6	2	37	7	4

\* Denotes less than 1 percent

TABLE 3 CONTINUED  
RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY MEMBERS OF CAREER LADDER JOBS

	A FORMS RESOURCES (N=51)	GROUND TRAINING (N=49)	HQ STAFF (N=5)	STAND EVAL (N=5)
UNITED STATES AIR FORCE				
A ORGANIZING AND PLANNING	3	6	27	2
B DIRECTING AND IMPLEMENTING	6	6	15	14
C INSPECTING AND EVALUATING	*	1	47	2
D TRAINING	1	11	5	10
E PERFORMING RESOURCE MANAGEMENT FUNCTIONS	25	5	2	19
F PERFORMING DATABASE MANAGEMENT AND PROCESSING FUNCTIONS	10	6	0	0
G PERFORMING FLIGHT MANAGEMENT FUNCTIONS	20	3	1	1
H PERFORMING SQUADRON OPERATIONS CENTER (DUTY DESK) AND RUNWAY SUPERVISORY UNIT (RSU) FUNCTIONS	5	2	0	0
I PERFORMING CURRENT OPERATIONS OR SCHEDULING FUNCTIONS	4	30	0	0
J PERFORMING STANDARDIZATION AND EVALUATION FUNCTIONS	*	0	1	44
K PERFORMING AIRCREW TRAINING FUNCTIONS	22	28	1	6

\* Denotes less than 1 percent

TABLE 4  
SELECTED BACKGROUND INFORMATION OF MEMBERS IN CAREER LADDER JOBS  
(PERCENT RESPONDING)

	SQUAD OPS	FLIGHT RECORDS	SCHED & CURR OPS	AIRCREW TRAINING	NCOICs SUPVS	DUTY DESK
NUMBER IN GROUP	500	255	204	192	104	92
PERCENT OF SAMPLE	31%	16%	13%	12%	6%	6%
DAFSC DISTRIBUTION						
27132	12%	11%	7%	13%	0%	20%
27152	55%	48%	53%	64%	26%	75%
27172	32%	34%	36%	23%	64%	5%
27192	*	7%	3%	*	10%	0%
PAYGRADE DISTRIBUTION						
E-1 TO E-3	20%	14%	12%	16%	0%	39%
E-4	36%	27%	33%	40%	12%	35%
E-5	22%	24%	23%	25%	16%	23%
E-6	14%	15%	15%	10%	30%	3%
E-7	7%	15%	12%	7%	32%	0%
E-8	*	4%	5%	1%	8%	0%
E-9	0%	*	0%	0%	2%	0%
PERCENT FIRST ENLISTMENT	34%	25%	26%	36%	4%	54%
PERCENT SUPERVISING	43%	39%	31%	30%	69%	23%
AVERAGE TASKS PERFORMED	82	89	31	50	49	26

\* Denotes less than 1 percent

TABLE 4 CONTINUED  
 SELECTED BACKGROUND INFORMATION OF MEMBERS IN CAREER LADDER JOBS  
 (PERCENT RESPONDING)

	AFORMS	GROUND	HQ	STAND
	RESOURCES	TRAINING	STAFF	EVAL
NUMBER IN GROUP	51	49	5	5
PERCENT OF SAMPLE	3%	3%	*	*
DAFSC DISTRIBUTION				
27132	37%	18%	0%	0%
27152	47%	57%	0%	60%
27172	16%	24%	60%	40%
27192	0%	0%	40%	0%
PAYGRADE DISTRIBUTION				
E-1 TO E-3	34%	18%	0%	20%
E-4	29%	49%	0%	40%
E-5	27%	22%	0%	0%
E-6	10%	8%	0%	20%
E-7	0%	2%	80%	0%
E-8	0%	0%	20%	0%
E-9	0%	0%	0%	20%
PERCENT FIRST ENLISTMENT				
	46%	34%	0%	40%
PERCENT SUPERVISING				
	8%	14%	0%	0%
AVERAGE TASKS PERFORMED				
	24	23	16	20

\* Denotes less than 1 percent

Descriptions of each job are presented below and representative tasks performed by respondents in each job are listed in Appendix A.

I. SQUADRON OPERATIONS CLUSTER (STG192, N=500). This is the core job of the career ladder, the members of which constitute 31 percent of the sample. Eighty-eight of the 254 basic course graduates (36 percent of all graduates in the sample) are in this cluster. Personnel in the Squadron Operations cluster spend 25 percent of their duty time performing resource management functions, 22 percent performing aircrew training tasks, 20 percent performing flight management tasks, and the remainder of their time on tasks in the other duties. Thirty-four percent are in their first enlistment, 55 percent hold the 5-skill level, 32 percent hold the 7-skill level, and a majority are in paygrades E-1 to E-5. Forty-six percent indicate they work in operations centers while 35 percent indicate they spend most of their work time in squadron AFORMS functions. Squadron Operations personnel perform an average of 82 tasks, and in terms of most time spent, are distinguished by the following tasks:

- post or update voice call sign list, divert code, or  
airfield status information
- prepare flight authorizations
- maintain flight authorizations
- operate ultra high frequency (UHF) or RSU radio
- post or update weather status information
- prepare SORTS
- maintain SORTS

Survey data show there are three jobs within this cluster. Members of the jobs perform many common tasks, but differ by the number of tasks performed, the amount of time spent on common tasks, or an emphasis on different tasks. There are 250 AFSC 271X2 personnel that perform the core squadron operations tasks, 233 NCOICs that are distinguished slightly because they perform both the core operations tasks and supervision tasks, and 17 that spend a great deal more time on just a very few operations tasks.

II. FLIGHT RECORDS CLUSTER (STG106, N=255). The Flight Records cluster is the second largest group, with 16 percent of the sample. This cluster contains essentially two jobs -- 94 members who perform basic flight records tasks, and 129 who have additional supervisory responsibility. Thirty-six members of the cluster report being graduates of the basic course. Flight Records personnel spend 65 percent of their time on resource management functions, 9 percent on data base management and processing, and the remaining time distributed between the other duties. More than half are in paygrades E-1 to E-5, nearly half hold the 5-skill level, 25 percent are in their first enlistment, and 88 percent report working most of their time in the Host Operations System Management (HOSM) functional area. These AFSC 271X2 personnel have a somewhat broader job, as they perform an average of 89 tasks and are distinguished by the time they spend performing the following tasks:



- assign aviation service codes (ASC)
- publish AO using AFORMS user defined functions (UDF)
- assign flying activity category (FAC) codes
- determine ASC codes for rated and nonrated personnel
- compute operational flying duty accumulator (OFDA) credits
- prepare AO using computer products or source documents
- assemble flight records package (FRP) for permanent change of station (PCS) personnel

III. SCHEDULING AND CURRENT OPERATIONS CLUSTER (STG033, N=204). This cluster makes up 13 percent of the sample. A majority hold the 5- and 7-skill levels, are in paygrades E-1 to E-5, and 26 percent are in their first enlistment. They spend 55 percent of their duty time performing current operations and scheduling tasks, 12 percent directing and implementing, and the remaining 33 percent on the other duties. There are basically two jobs in this cluster: Scheduler and Supervisor. Supervisors perform the same tasks as Schedulers, but perform additional supervisory tasks. Members of this cluster perform average of 31 tasks, a sample of which are shown below:

- prepare weekly flight schedules
- coordinate special use airspace with supporting agencies
- coordinate flight schedule changes with supporting agencies
- prepare daily flight schedules
- distribute flying schedules
- coordinate mission changes with supporting agencies
- coordinate flight schedules with maintenance

IV. AIRCREW TRAINING RECORDS CLUSTER (STG122, N=192). Members of this cluster constitute 12 percent of the sample. They are responsible for maintaining and updating aircrew member training records. They spend 37 percent of their duty time performing tasks related to the aircrew training duty, 17 percent on tasks related to flight management, 12 percent on resource management functions, and lesser amounts on the other duties. Sixty-four percent of the cluster members hold the 5-skill level, a majority are in paygrades E-1 to E-5, 30 percent indicate they supervise, and 36 percent are in their first enlistment. Members are distinguished by the time they spend performing the following tasks:

- update aircrew training requirements tables or plans
- prorate aircrew training requirements
- update aircrew duty position status
- maintain aircrew training information
- request flying currency listings from AFORMS

Survey data show there are two subgroups within this cluster. The first is a group of 72 members working at the squadron level, and the second is a group of 120 working at the wing level. Members working at the squadron level

perform somewhat fewer tasks than their wing counterparts, have a resulting difference in time spent on common tasks and appear, therefore, to have a slightly different job.

V. NCOIC AND SUPERVISOR CLUSTER (STG035, N=24). This is a group of more senior AFSC 271X2 personnel, most of whom report having the job title of NCOIC. Sixty-four percent hold the 7-skill level and 10 percent the 9-skill level. They perform tasks related to their role as supervisor, spending 23 percent of their time on the training duty, 19 percent on directing and implementing, 18 percent organizing and planning, and 11 percent on inspecting and evaluating for a total of 71 percent of their duty time on these supervisory and administrative duties. Sixty-nine percent indicate they have supervisory responsibility, more than members of any other group. They are distinguished by the time they spend on the following tasks:

- counsel personnel on personal or military-related problems
- evaluate personnel for compliance with performance standards
- establish performance standards for subordinates
- determine training requirements
- write APR
- conduct supervisory orientations of newly assigned personnel

Survey data show there are five jobs within the cluster, each differing only slightly because of the number of tasks performed, the time members spend on common supervisory tasks, or somewhat more emphasis on a few specific tasks. There are 35 members who are NCOICS and Superintendents at the squadron level, 17 members who report being NCOICS of wing level Operations functions, 14 who are superintendents at Numbered Air Force and HQ MAJCOM levels, 10 NCOICs of wing training functions, and eight who indicate they are chiefs of wing level operations.

VI. DUTY DESK CLUSTER (STG076, N=92). While the duty desk is normally considered to be part of the Squadron Operations function, 92 respondents were identified separately as belonging to this Duty Desk cluster by virtue of the tasks they indicated they perform and the time they spend performing them. Members of this group constitute 6 percent of the sample and report performing an average of only 26 tasks. They spend 37 percent of their time on the squadron operations center (duty desk) and runway supervisory unit duty, 23 percent of their time on flight management duties, 12 percent on current operations and scheduling, and the remainder on all other duties. They are a more junior group with respect to paygrade; 54 percent are in their first enlistment, and 75 percent hold the 5-skill level. They perform many of the same tasks as members of the Squadron Operations cluster, but because their job is more restrictive, they spend relatively more time on the following common tasks:

perform opening checklist procedures for duty desk  
perform closing checklist procedures for duty desk  
post or update daily flight schedule  
monitor aircrew sign-in and sign-out sheets  
post or update aircraft takeoff or landing times  
maintain flight crew information files (FCIF)

VII. AFORMS RESOURCES CLUSTER (STG034, N=51). Members of this cluster also have a rather restricted job, as they perform an average of only 24 tasks dealing with inputting and retrieving data to and from AFORMS. Members of other clusters also perform a number of the same tasks, but do not spend nearly the amount of time on them as AFORMS Resources personnel do. Members of this cluster are rather junior with respect to paygrade, nearly half are in their first enlistment, 37 percent hold the 3-skill level, and 47 percent hold the 5-skill level. They spend 25 percent of their duty time on resource management functions, 22 percent on aircrew training tasks, 20 percent on flight management tasks, 10 percent on data base management, and lesser amounts of time on the other duties. AFORMS Resources personnel are distinguished by the amount of time they spend on the following tasks:

prepare flight authorizations  
maintain AFTO Forms 781  
input flying hour data into AFORMS  
maintain flight authorizations  
operate system printer  
input aircrew ground and flight training accomplishments into AFORMS

VIII. GROUND TRAINING SCHEDULING CLUSTER (STG068, N=49). Members of this cluster are responsible for scheduling aircrew members for nonflying training. Thirty-seven function at the wing level and the others at the squadron level. Almost half are paygrade E-4, over half hold the 5-skill level, 17 are in their first enlistment, and seven indicate they have supervisory responsibility. Fifty-eight percent of their time is spent in the current operations or scheduling and aircrew training duties, with the remainder divided between the other duties. Members of this cluster are distinguished by the time they spend on scheduling and aircrew training tasks that are unique to this function. Representative tasks are listed below:

prepare ground training schedules  
schedule aircrew members or flight surgeon for ground training requirements  
resolve conflicts in ground or flight training schedules  
schedule training

IX. HQ STAFF INDEPENDENT JOB (STG243, N=5). These are senior NCOs in MAJCOM staff positions working outside their specialty, as reflected by the fact they perform an average of only 16 tasks out of the 317 on the job

inventory. Four hold the 7-skill level and one holds the 9-skill level. They spend nearly half their time inspecting and evaluating, 27 percent organizing and planning, 15 percent directing and implementing, and the remainder on several technical duties. They are distinguished by the time they spend on the following tasks:

- evaluate timeliness or accuracy of flight management procedures
- evaluate effectiveness of audit procedures
- evaluate inspection report findings

X. STANDARDIZATION AND EVALUATION INDEPENDENT JOB (STG212, N=5). This is a small group of 5- and 7-skill level members working in an administrative capacity. While one would expect more senior members to have this job, two members of this job are in their first enlistment. They spend 44 percent of their duty time on standardization and evaluation tasks, 19 percent on resource management tasks, 14 percent on directing and implementing, and lesser amounts on several other duties. They are distinguished from members of other clusters and jobs by the time they spend on the following tasks:

- construct grade folders
- maintain AF Forms 8 in FEF
- audit flight evaluation folders (FEF)
- initiate AF Forms 942 (Record of Evaluation)
- initiate AF Forms 8 (Certificate of Aircrew Qualification)
- maintain AF Forms 942 in FEF

#### Comparison to Previous Survey

Jobs identified in the present survey were compared to those reported in the 1986 OSR (see Table 5). There has been essentially no change in the structure of the career since 1986. The slight differences in job names shown in Table 5 are a result of the way tasks were grouped in the latest job inventory, the recently developed CODAP task clustering process, and changes in job typing policy. Task clustering identifies groups of tasks which are co-performed which, in turn, helps identify the jobs performed in the career ladder. A job typing policy change allows smaller groups of respondents who perform only a few distinctive tasks to be included in larger more descriptive groups. The overall effects are that jobs reported reflect actual differences between groups in terms of types of tasks performed.

#### Summary

The analysis of the jobs performed by AFSC 271X2 personnel accounts for 91 percent of the total sample. The remaining 9 percent (138 respondents) either perform such a variety of tasks or have such an unusual emphasis on certain tasks that the CODAP programs could not include them in any groups of

TABLE 5  
COMPARISON OF CAREER LADDER STRUCTURE  
FOR CURRENT AND PREVIOUS SURVEY

JOBS IDENTIFIED IN 1989	JOBS IDENTIFIED IN 1986
-----	-----
SCHEDULING AND CURRENT OPERATIONS CLUSTER	OPERATIONS PERSONNEL CLUSTER
SQUADRON OPERATIONS CLUSTER	WING LEVEL SCHEDULER CLUSTER
DUTY DESK CLUSTER	MISSION SCHEDULING CLUSTER
	SQUADRON FLIGHT MANAGEMENT CLERK JOB TYPE
FLIGHT RECORDS CLUSTER	FLIGHT RECORDS PERSONNEL CLUSTER
AFORMS RESOURCES CLUSTER	FLIGHT RESOURCE PERSONNEL CLUSTER
GROUND TRAINING SCHEDULING CLUSTER	GROUND TRAINING PERSONNEL CLUSTER
AIRCREW TRAINING RECORDS CLUSTER	
NCOICs AND SUPERVISORS CLUSTER	SQUADRON OPERATIONS SUPERVISOR CLUSTER
HQ STAFF INDEPENDENT JOB	GENERAL ADMINISTRATOR CLUSTER
	WING LEVEL ADMINISTRATOR CLUSTER
STANDARDIZATION AND EVALUATION INDEPENDENT JOB	

meaningful size. The jobs identified above support the current classification structure of the career ladder, with the exception of the duty desk which is not included in the current AFR 39-1 Specialty Descriptions.

### CAREER LADDER PROGRESSION

Analysis of DAFSC groups, together with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed by members of the various skill level groups which in turn may be used to evaluate how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS), reflect what members of the various skill level groups are doing.

The distribution of skill level members across the specialty jobs displayed in Table 6, while relative amounts of time members of the various skill level groups spend on duties is shown in Table 7. These data show that, while members of all skill levels perform technical tasks, 7-skill level members devote more time to the first four duties. While figures in Table 7 suggest 9-skill level members spend most of their time on technical aspects of the specialty, these members are actually performing very few tasks related to the specialty because they have general managerial and staff positions. Descriptions of the skill levels follow:

#### Skill Level Descriptions

DAFSC 27132/52. DAFSC 27132/52 respondents constitute 65 percent of the sample and have an 85 percent-time-spent overlap on common tasks, indicating they perform essentially the same job. Because of the high overlap, a combined job description was created and used in further analyses. As shown in Table 6, most 3- and 5-skill level members work in Squadron Operations, with smaller percentages working in Flight Records, Aircrew Training Records, and Scheduling. Representative tasks DAFSC 27132/52 members perform are listed in Appendix B, Table B1, and deal with basic resource management functions.

DAFSC 27172. Seven-skill level personnel constitute 13 percent of the sample and, as shown in Table 6, are involved in not only squadron operations, flight records, and scheduling functions, but are also NCOICs and Supervisors. Representative tasks performed by 7-skill level members are listed in Appendix B, Table B2. These include counseling, planning work, writing APRs, as well as technical tasks related to the specialty. Tasks that best distinguish between AFSC 27132/52 and 27172 personnel are listed in Table 8. Note only tasks with negative differences are listed, indicating similar percentages of 3-/5- and 7-skill level members perform technical tasks, but higher percentages of 7-skill level members perform the supervisory tasks listed. The role of 7-skill level members as supervisors is clearly shown by these data.

TABLE 6

## SKILL-LEVEL MEMBERS IN CAREER LADDER JOBS

JOBS	DAFSC		
	27132/52 (N=1042)	27172 (N=510)	27192 (N=42)
SQUADRON OPERATIONS	32%	32%	5%
FLIGHT RECORDS	14%	17%	40%
SCHEDULING AND CURRENT OPERATIONS	12%	15%	14%
AIRCREW TRAINING RECORDS	14%	9%	2%
NCOICs AND SUPERVISORS	3%	13%	24%
DUTY DESK	8%	*	0%
AFORMS RESOURCES	4%	1%	0%
GROUND TRAINING SCHEDULING	4%	2%	0%
HQ STAFF	0%	*	5%
STANDARDIZATION AND EVALUATION	*	*	0%
NOT GROUPED	9%	9%	10%

\* Denotes less than 1 percent

TABLE 7  
RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES  
BY MEMBERS OF SKILL-LEVEL GROUPS

DUTIES	27132/52 (N=1042)	27172 (N=510)	27192 (N=51)
A ORGANIZING AND PLANNING	4	11	2
B DIRECTING AND IMPLEMENTING	7	14	7
C INSPECTING AND EVALUATING	1	6	*
D TRAINING	4	10	1
E PERFORMING RESOURCE MANAGEMENT FUNCTIONS	20	16	20
F PERFORMING DATABASE MANAGEMENT AND PROCESSING FUNCTIONS	6	5	7
G PERFORMING FLIGHT MANAGEMENT FUNCTIONS	14	8	20
H PERFORMING SQUADRON OPERATIONS CENTER (DUTY DESK) AND RUNWAY SUPERVISORY UNIT (RSU) FUNCTIONS	12	5	13
I PERFORMING CURRENT OPERATIONS OR SCHEDULING FUNCTIONS	16	12	13
J PERFORMING STANDARDIZATION AND EVALUATION FUNCTIONS	*	*	*
K PERFORMING AIRCREW TRAINING FUNCTIONS	15	13	14

\* Denotes less than 1 percent



TABLE 8  
EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC  
27132/52 AND DAFSC 27172 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	27132/52 (N=1042)	27172 (N=510)	DIFFERENCE
-----	-----	-----	-----
C67 WRITE APR	15	67	-52
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	19	67	-48
A23 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	17	63	-46
A17 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	14	59	-45
B26 CONDUCT SUPERVISORY ORIENTATIONS OF NEWLY ASSIGNED PERSONNEL	13	57	-44
A21 PLAN OR SCHEDULE WORK ASSIGNMENTS	25	69	-44
A22 PLAN WORK PRIORITIES	27	67	-40

DAFSC 27192. Nine-skill level respondents work essentially outside the specialty as managers of various functions and in staff positions. These jobs are rather restrictive as the members perform an average of only 36 tasks in the job inventory, half the number 7-skill level members perform. The restrictive nature of the jobs is also shown by the low percentage of 9-skill level members that perform representative tasks, listed in Appendix B, Table B3, and by tasks that distinguish between 7- and 9-skill level members are listed in Table 9. Note that much higher percentages of 7-skill level members perform supervisory tasks than 9-skill level members, supporting the managerial versus supervisory role of 9-skill level members.

### Summary

Operations Resources Management personnel progress typically through the skill levels. Three- and 5-skill level members perform the more technical tasks, 7-skill level members perform a mixture of technical and supervisory tasks, and 9-skill level personnel are the managers of the career ladder.

## AFR 39-1 SPECIALTY JOB DESCRIPTION ANALYSIS

The current AFR 39-1 Specialty Descriptions for the career ladder were compared to job descriptions for each job identified and for each DAFSC group. Survey data support the jobs and tasks included in the current AFR 39-1 Specialty Descriptions, with the exception of the 92 respondents who work the Duty Desk, a function that is not included in the Specialty Descriptions and one that has been an issue for some time with this career ladder. Functional personnel need to consider either including Duty Desk responsibilities in the Specialty Descriptions or working with functional managers of other AFSCs to relieve AFSC 271X2 personnel of this responsibility.

## TRAINING ANALYSIS

Occupational survey data are a source of information used to evaluate the training documents for the specialty. The three most commonly used types of data are: (1) percent of first-enlistment personnel performing tasks, (2) ratings of how much training emphasis tasks should receive in the basic resident course, and (3) ratings of relative difficulty of tasks. These data were used to evaluate the Specialty Training Standard and the POI for the basic course taught at Keesler AFB.

Secondary factors (TE and TD) may be used in conjunction with percent members performing figures to determine what tasks should be emphasized in entry-level training. Tasks with high TE and TD ratings and performed by moderate to high percentages of first-enlistment personnel normally are taught in resident courses while tasks with high TE and TD ratings and low

TABLE 9  
EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC  
27172 AND DAFSC 27192 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

	27172 (N=510)	27192 (N=51)	DIFFERENCE
A21 PLAN OR SCHEDULE WORK ASSIGNMENTS	69	4	65
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	67	2	65
C67 WRITE APR	67	2	65
A22 PLAN WORK PRIORITIES	67	4	63
A23 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	63	4	59
A17 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	59	2	57

percentages of first-enlistment personnel performing may be more appropriate for OJT. Tasks rated low in TE and TD generally are not included in any formal training unless their inclusion can be justified by percent members performing, command concerns, or criticality. Products in the Training Extract contain several listings of tasks with accompanying TE and TD ratings, ATI (discussed previously), and percent members performing figures. Training personnel will find these listings extremely helpful for reviewing training requirements for the 271X2 career ladder.

Table 10 lists tasks with the highest TE ratings, with accompanying first job (1-24 months TAFMS), first enlistment (1-48 months TAFMS), and TD ratings shown. A number of these tasks deal with auditing different forms while others are core resources management and scheduling tasks. Most of these tasks with high TE ratings are performed by a high percentage of respondents, have fairly high task difficulty ratings, and are matched to POI learning objectives. All tasks listed in Table 10 are matched to STS elements.

Tasks rated highest in task difficulty are listed in Table 11. In contrast to tasks with high TE, most tasks with high TD are performed by small percentages of first-job and first-enlistment personnel, have low TE ratings, and only about half are matched to the STS and POI.

The Training Extract contains complete listings of tasks in TE and TD order, as well as a listing of the STS with tasks matched to elements, percent first-enlistment personnel performing the tasks, and TE and TD ratings for matched tasks. Copies of the Training Extract have been forwarded to technical school personnel for their use in reviewing training documents for the career ladder. A summary of that information is presented below.

#### First-Enlistment Operations Resources Management Personnel

Four hundred seventy-nine survey respondents indicated they are in their first enlistment. As shown by Figure 2, the largest percentage of first-enlistment AFSC 271X2 personnel work in the Squadron Operations job, with smaller percentages in the various other jobs. Ten percent reported working the duty desk, a job not included in the AFR 39-1 Specialty Descriptions. The relative amount of time spent by first-enlistment AFSC 271X2 personnel on the job inventory duties is presented in Table 12, while representative tasks performed are listed in Table 13.

One hundred forty-seven first-enlistment respondents indicated they have completed the entry-level course. Figure 3 shows most graduates work in squadron operations, while 15 percent report working the duty desk. This high percentage working the duty desk suggests graduates are not being properly used. Eight of the graduates perform such a variety of tasks or have such an unusual emphasis on certain tasks, CODAP programs could not include them in any of the clusters or jobs, or combine them into a group of meaningful size.

TABLE 10  
TASKS WITH HIGHEST TE RATINGS

TASKS	TNG EMP	PERCENT MEMBERS PERFORMING		TSK DIF
		1-24 TAFMS (N=181)	1-48 TAFMS (N=479)	
E104	6.89	59	62	4.68
E132	6.49	55	54	4.03
E100	6.43	27	31	3.91
E116	6.43	24	25	4.86
F189	6.43	44	44	5.57
E105	6.40	34	38	4.39
E110	6.34	20	24	5.48
E107	6.23	17	21	6.10
E141	6.20	48	46	3.81
E134	6.14	23	23	3.74
E102	6.11	19	21	4.21
E98	6.09	12	14	5.43
E99	6.09	12	13	5.18
E165	6.06	40	45	4.39
E114	6.00	13	15	5.96
E133	5.97	31	32	5.23
E101	5.94	15	15	5.15
E166	5.91	27	27	4.27
E109	5.86	22	26	5.46
E097	5.83	17	18	4.73
E138	5.80	32	35	3.81
E164	5.74	17	15	5.16
F187	5.74	33	34	5.20
E126	5.71	12	12	5.40
E140	5.71	19	19	3.60
K298	5.69	46	51	4.52
E106	5.49	9	11	4.35
E113	5.49	13	12	5.06
E124	5.46	14	14	5.51
F198	5.46	40	46	4.70

TE MEAN = 2.63 S.D. = 1.79  
TD MEAN = 5.00 S.D. = 1.00

TABLE 11

## TASKS WITH HIGHEST TD RATINGS

TASKS	TSK DIF	PERCENT MEMBERS PERFORMING				TNG EMP
		1-48 TAFMS (N=479)	27152 (N=845)	27172 (N=510)		
F195 PREPARE MULTIFILE AIR FORCE ON-LINE DATA SYSTEM (AFOLDS) RETRIEVALS	8.01	9	11	20	4.00	
F177 CONSTRUCT AIR FORCE OPERATIONS RESOURCE MANAGEMENT SYSTEMS (AFORMS) FRAMES	7.52	4	6	11	2.49	
A6 DEVELOP OPERATIONAL PROCEDURES FOR AIRCREW RESOURCE MANAGEMENT	7.40	9	12	27	1.20	
F197 PREPARE SINGLE FILE AFOLDS RETRIEVALS	7.30	12	14	23	3.89	
F184 MODIFY EXISTING AFORMS FRAMES	7.27	4	5	11	2.17	
A12 DEVELOP OPERATIONAL PROCEDURES FOR USE OF AIR FORCE OPERATIONS RESOURCE MANAGEMENT SYSTEM (AFORMS)	7.03	13	20	44	1.97	
A11 DEVELOP OPERATIONAL PROCEDURES FOR SQUADRON OPERATIONS	6.97	15	20	37	1.51	
E120 CORRECT NORTON MONTHLY MASTER UPDATE RECONCILIATION ERROR LISTINGS	6.87	5	8	14	4.54	
A5 DEVELOP OPERATIONAL PROCEDURES FOR AIRCREW FLIGHT MANUALS PROGRAM	6.84	4	4	6	.40	
A10 DEVELOP OPERATIONAL PROCEDURES FOR OPERATIONS PLANS OR ORDERS	6.83	8	7	13	.40	
K297 DEVELOP AIRCREW TRAINING TABLES OR PLANS	6.82	18	19	30	4.83	
F183 ESTABLISH SYSTEM RECOVERY PROCEDURES	6.72	2	3	8	2.63	
E155 PERFORM STATISTICAL ANALYSES ON DATA USING RATIOS	6.69	4	4	5	1.51	
E108 AUDIT HEADQUARTERS OPERATIONS RESOURCE INFORMATION SYSTEM (HORIS) REPORTS	6.65	12	16	24	5.20	
E156 PERFORM STATISTICAL ANALYSES ON DATA USING TRENDS	6.65	3	4	9	1.63	
E118 CORRECT AFORMS MONTHLY MASTER UPDATE RECONCILIATION ERROR LISTING	6.59	10	13	18	4.74	
K299 INTERPRET AIRCREW TRAINING MANUALS	6.59	8	11	27	3.09	
A9 DEVELOP OPERATIONAL PROCEDURES FOR MOBILITY OPERATIONS	6.58	5	5	14	.66	
A8 DEVELOP OPERATIONAL PROCEDURES FOR FLIGHT SCHEDULING	6.51	15	15	22	1.26	
E154 PERFORM STATISTICAL ANALYSES ON DATA USING RATES	6.50	3	4	6	1.66	
C69 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	6.49	3	4	20	.57	
F196 PREPARE PROGRAM MODIFICATION REQUESTS (PMR)	6.47	0	1	4	1.46	
E136 INTERPRET DEPARTMENT OF DEFENSE (DOD) PAY MANUAL	6.44	4	7	16	3.60	
A18 ESTABLISH PROCEDURES FOR MEASUREMENT OF OPERATIONAL READINESS CRITERIA	6.42	5	5	12	.31	
E152 PERFORM STATISTICAL ANALYSES ON DATA USING AVERAGES	6.37	8	11	18	2.46	
F191 PERFORM OFFSITE PROCESSING FOR DEPLOYED UNITS	6.32	1	2	2	2.46	
E121 CORRECT PROBLEMS IDENTIFIED BY HORIS REPORT AUDIT LISTS	6.28	13	15	20	4.77	

## FIRST ENLISTMENT AFSC 271X2 IN CAREER LADDER JOBS

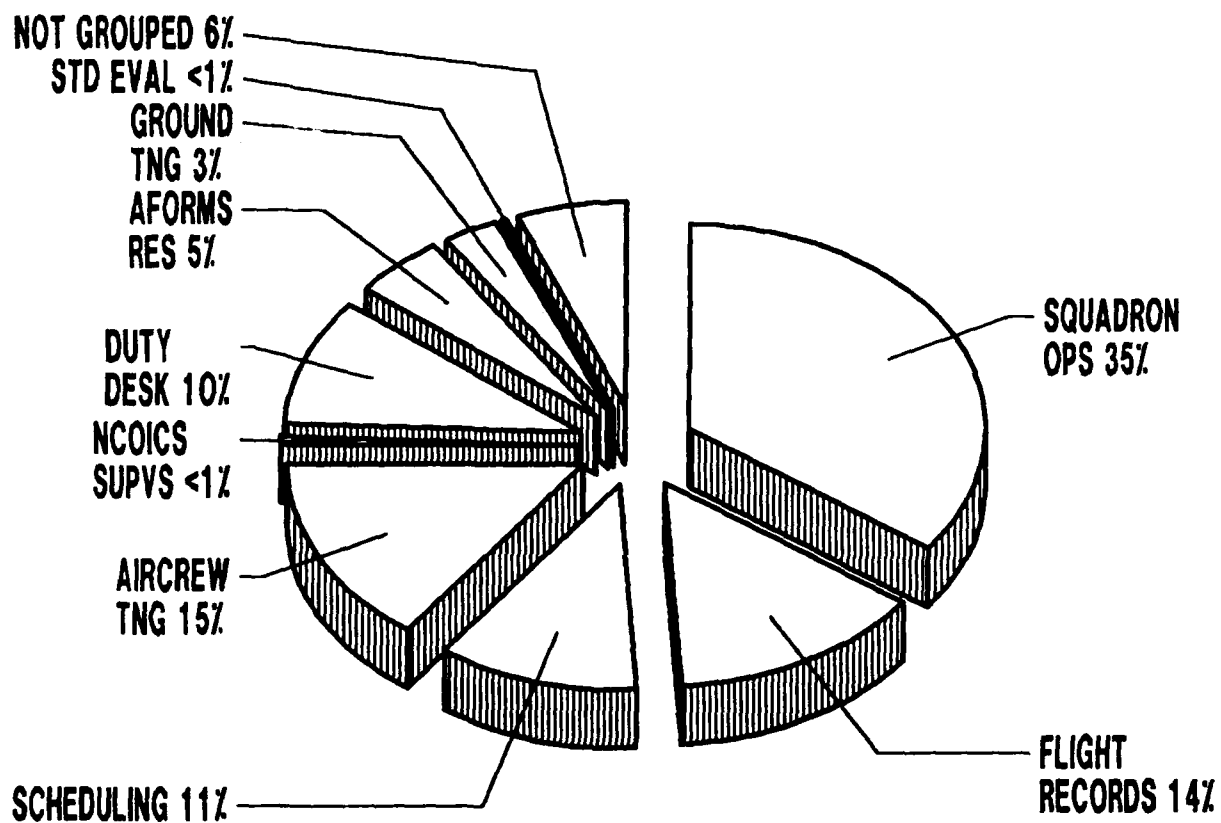


FIGURE 2

TABLE 12

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES  
BY FIRST-ENLISTMENT PERSONNEL

DUTIES	1-48 MOS TAFMS (N=479)
A ORGANIZING AND PLANNING	3
B DIRECTING AND IMPLEMENTING	5
C INSPECTING AND EVALUATING	*
D TRAINING	3
E PERFORMING RESOURCE MANAGEMENT FUNCTIONS	21
F PERFORMING DATABASE MANAGEMENT AND PROCESSING FUNCTIONS	6
G PERFORMING FLIGHT MANAGEMENT FUNCTIONS	16
H PERFORMING SQUADRON OPERATIONS CENTER (DUTY DESK AND RUNWAY SUPERVISORY UNIT (RSU) FUNCTIONS	14
I PERFORMING CURRENT OPERATIONS OR SCHEDULING FUNCTIONS	16
J PERFORMING STANDARDIZATION AND EVALUATION FUNCTIONS	*
K PERFORMING AIRCREW TRAINING FUNCTIONS	16

\* Denotes less than 1 percent



TABLE 13

## REPRESENTATIVE TASKS PERFORMED BY FIRST-ENLISTMENT

AFSC 271X2 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=479)
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	62
F188 OPERATE SYSTEM PRINTER	58
H241 POST OR UPDATE AIRCRAFT TAKEOFF OR LANDING TIMES	56
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	55
E132 INPUT FLYING HOUR DATA INTO AFORMS	54
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFORMS	51
G223 PREPARE FLIGHT AUTHORIZATIONS	49
G210 MAINTAIN FLIGHT AUTHORIZATIONS	48
B29 DESTROY PRIVACY ACT INFORMATION	48
E141 MAINTAIN AFTO FORMS 781	46
F198 REQUEST SYSTEM PRODUCTS	46
I262 DISTRIBUTE FLYING SCHEDULES	45
I255 COORDINATE FLIGHT SCHEDULE CHANGES WITH SUPPORTING AGENCIES	44
H237 PERFORM CLOSING CHECKLIST PROCEDURES FOR DUTY DESK	44
F189 PERFORM AFORMS FILES MAINTENANCE USING ON-LINE PROCEDURES	44
H239 PERFORM OPENING CHECKLIST PROCEDURES FOR DUTY DESK	43
I253 COORDINATE AIRCRAFT TAIL NUMBERS WITH MAINTENANCE OR COMMAND POST	43
K303 MAINTAIN OMR BUBBLE SHEETS	42
G211 MAINTAIN FLIGHT CREW INFORMATION FILES (FCIF)	42
K292 AUDIT OPTICAL MARK READER (OMR) BUBBLE SHEETS	41
G225 VERIFY AIRCRAFT SORTIE DATA WITH MAINTENANCE	41
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS	41
H233 MONITOR AIRCREW SIGN-IN AND SIGN-OUT SHEETS	40
H243 POST OR UPDATE VOICE CALL SIGN LIST, DIVERT CODE, OR AIRFIELD STATUS INFORMATION	40
G205 INITIATE FLIGHT AUTHORIZATIONS	39
I257 COORDINATE MISSION CHANGES WITH SUPPORTING AGENCIES	36
F187 OPERATE OPTICAL MARK READER (OMR)	34
I264 PREPARE DAILY FLIGHT SCHEDULES	33
I256 COORDINATE FLIGHT SCHEDULES WITH MAINTENANCE	33

# FIRST ENLISTMENT GRADUATES OF ENTRY- LEVEL COURSE IN CAREER LADDER JOBS

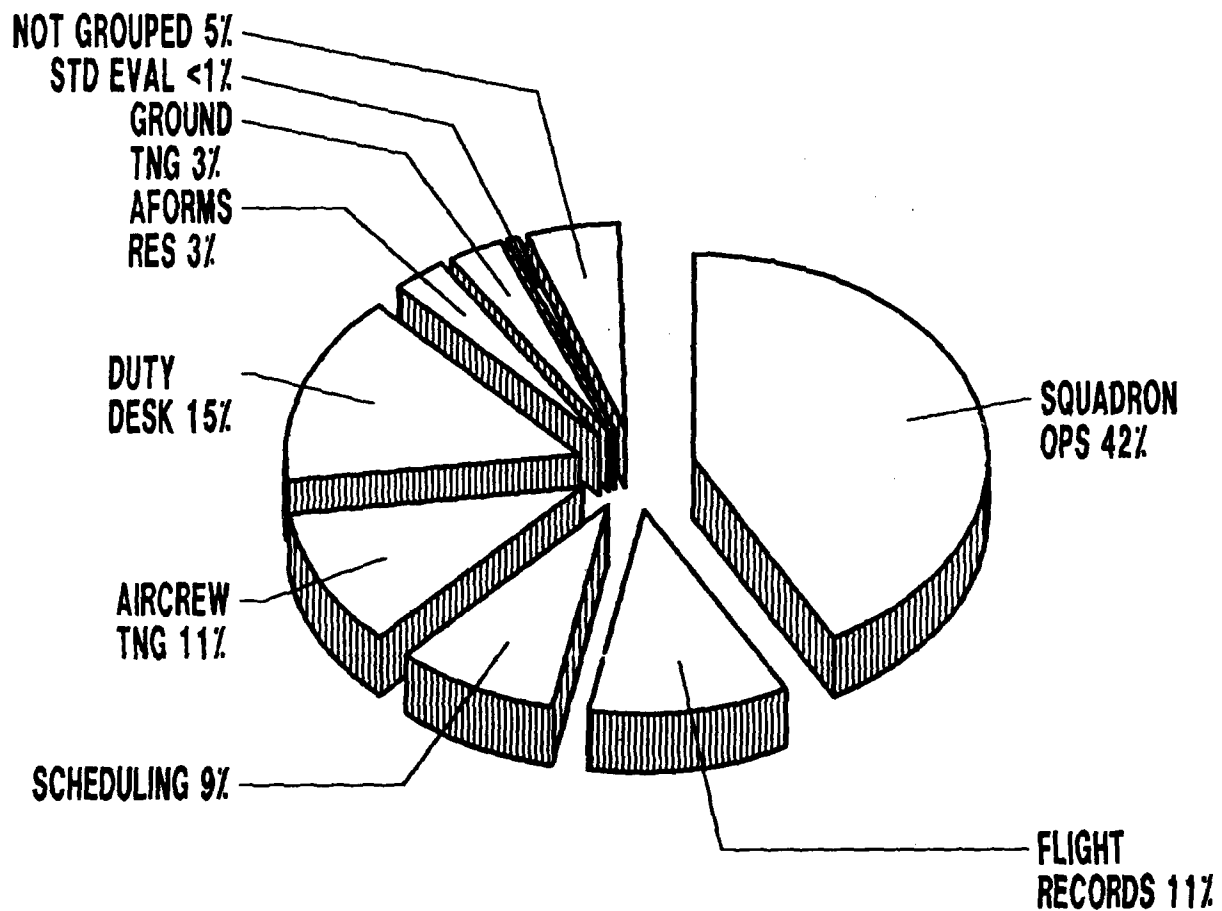


FIGURE 3

### Specialty Training Standard

For the purposes of reviewing the Specialty Training Standard (STS) and Plan of Instruction (POI) for this specialty, OMC personnel met with 3395 Technical Training Group personnel to match tasks listed in the job inventory to individual STS line items and POI learning objectives. The end product was used to produce a complete listing of the STS and POI with tasks matched, percent members performing the tasks, TE and TD ratings, and ATI values for each matched task. Complete listings of the documents have been forwarded to the technical school for detailed review.

The first seven STS paragraphs deal with general topics of career progression, security, AFOSH, graduate evaluation, supervision, training and publications and were not matched to job inventory tasks. Technical aspects of the career ladder are covered in paragraphs 8 through 18, with most having task knowledge or performance training codes assigned and matched to inventory tasks. Criteria set forth in AFR 8-13, AFR 8-13/ATC Supplement 1 (Attachment 1, paragraph A1-3c(4)), and ATCR 52-22 Attachment 1, were used to review the relevance of each STS element matched to inventory tasks.

Using these criteria, 30 of the 75 STS elements in paragraphs 8 through 18 are not supported, meaning 30 individual line items have tasks matched that are performed by less than 20 percent of first-job, first-enlistment, 5-, or 7-skill level members. The list is too long to discuss in detail in this report, but a sample of selected unsupported elements is presented in Table 14 to display the scope of the problem.

The large number of unsupported STS elements is due largely to the diversity of the career ladder, as evidenced by members of the specialty doing a variety of jobs involving relatively few tasks and the fact that members spend quite a bit of job time on extra duties.

As an alternative approach to analyzing the STS, elements were reviewed using percentage of members of job groups performing matched tasks as well as first-job, first-enlistment, and 5-and 7-skill level members performing. In this case, any STS element matched to tasks performed by fewer than 20 percent members of any job, TAFMS, or DAFSC group was considered unsupported. Using this approach, only the following 10 STS elements are unsupported:

- 9d        Difficulty reports (DIREPS)
- 9e        Program modification Request (PMR)
- 10a(5)   Implementing procedures for off-site processing
- 10b       Construct AFOMS frames
- 111(3)   Parachute ratings
- 12e       Update sonic boom reporting systems
- 14a       Flight checks

TABLE 14

## SAMPLE OF UNSUPPORTED AFSC 271X2 STS ELEMENTS

STS ELEMENT AND MATCHED TASKS	TNG EMP	PERCENT PERFORMING					TSK DIF
		1-24 TAFMS (N=96)	1-48 TAFMS (N=147)	27152 (N=845)	27172 (N=510)		
11A(1). AVIATION CAREER STATUS							
E126 DETERMINE FAC CODES FOR RATED PERSONNEL	5.71	12	12	14	17		5.40
E124 DETERMINE ASC CODES FOR RATED AND NONRATED PERSONNEL	5.46	14	14	15	18		5.51
11A(2). FLYING STATUS							
E124 DETERMINE ASC CODES FOR RATED AND NONRATED PERSONNEL	5.46	14	14	15	18		5.51
11C(2). HAZARDOUS DUTY INCENTIVE PAY (HDIP)							
E129 EVALUATE ELIGIBILITY FOR ACIP OR HAZARDOUS DUTY INCENTIVE PAY (HDIP)	4.80	8	7	10	17		5.85
11D. PROCESS MILITARY PAY ORDERS (MPO)							
E106 AUDIT DAILY REGISTER OF TRANSACTIONS (DROT)	5.49	9	11	12	3		4.35
E112 COMPLETE AF FORMS 1373 (MPO DOCUMENT CONTROL LOG-TRANSMITTAL)	4.83	7	7	10	14		4.81
E149 MAINTAIN SUSPENSE FILE OF MILITARY PAY ORDERS	4.60	7	6	8	13		4.53
E162 PREPARE MPO	4.34	8	6	9	14		5.22
E143 MAINTAIN DROT REPORTS	4.00	6	6	8	10		3.86
E123 DELIVER AF FORMS 1373 TO ACCOUNTING AND FINANCE OFFICE (AFO)	3.37	9	9	11	12		2.90
11H. INPUT PHYSIOLOGICAL TRAINING INTO AFORMS DATA BASE							
E140 MAINTAIN AF FORMS 702	5.71	19	19	18	16		3.60

- 16c      Deployment certification
- 18a(3)   Perform analysis using rates
- 18a(4)   Perform analysis using ratios

Training personnel can use the regulations cited above to help make decisions concerning what should be retained in the STS. For AFSCs where 20 percent members performing is not a realistic cutoff point, the regulations noted above allow persons responsible for the STS to establish other percentages of task performance as criteria as long as the rationale is documented. With this in mind, training personnel and career ladder functional personnel may wish to consider the following alternative approaches to reviewing the STS:

1) Lower the required percent members performing matched tasks and use the diversity of the career ladder (i.e. large number of unrelated jobs) as justification.

2) Use survey data to determine if the tasks should be retained because of high task difficulty ratings, high training emphasis ratings, or because they are critical to the specialty (see AFR 8-13/ATC Sup 1, Attachment 1, paragraph A1-3c(5)).

3) Authorize a line entry in the STS for each major function of the career ladder (i.e., squadron operations, flight records, scheduling, aircrew training, etc) regardless of the percentages performing related tasks. Then using this more broadly defined approach of functional area, apply the provisions of AFR 8-13, Section B, paragraph 12 to create an Air Force Job Qualification Standard (JQS) to describe each distinct job or duty position found in the career ladder. This approach has value to personnel in the field responsible for OJT as well as to the trainees themselves. To aid in this, comprehensive listings of tasks performed by members of each job are included in the Training Extract.

Table 15 lists those tasks having high TE ratings and performed by more than 20 percent of criterion group members, but not matched to STS elements. These tasks were reviewed to determine if they concentrate around any particular function or are related to a specific job. A number of these tasks relate to aircrew training and suggest that paragraph 15 of the STS may need expansion. Training personnel and subject-matter experts need to review these and the other unmatched tasks. If an alternative criterion, discussed above, is used to review the STS, it should also be used to review the unmatched tasks.

#### Plan of Instruction

The same 3390 TCHTG personnel also matched inventory tasks to learning objectives of the Operations Resources Management plan of instruction (POI), dated Sep 88. A computer product was created for the POI listing the learning

TABLE 15  
TASKS WITH HIGH TE NOT MATCHED TO AFSC 271X2 STS

TASK	TNG	PERCENT PERFORMING				TSK
		1-24	TAFMS	TAFMS	27152	
		1-48	(N=96)	(N=147)	(N=845)	
			20	31	33	
K310	PRORATE AIRCREW TRAINING REQUIREMENTS					DIF
K300	MAINTAIN AIRCREW QUALIFICATION AND TRAINING					5.95
	PRODUCTS					
K295	COORDINATE TRAINING LFVEL CHANGES WITH SQUAD N	5.11	31	41	42	4.59
K301	MAINTAIN AIRCREW TRAINING INFORMATION	4.94	13	20	18	5.27
K316	UPDATE AIRCREW DUTY POSITION STATUS	4.63	24	34	35	4.68
E173	REVIEW RATED POSITION IDENTIFIER (RPI) CODES	4.54	25	32	34	5.12
K296	DETERMINE AIRCREW TRAINING REQUIREMENTS	4.29	12	16	20	5.18
K303	MAINTAIN OMR BUBBLE SHEETS	4.20	12	19	18	6.03
K306	MONITOR AIRCREW CURRENCY FLYING REQUIREMENTS	4.09	41	42	38	4.04
			27	33	33	5.54

objectives, tasks matched, percent first-job and first-enlistment course graduates performing, TE, TD, and ATI values.

Each learning objective with tasks matched to it was reviewed using criteria found in ATCR 55-22, Attachment 1 (Feb 89). Any objective matched to tasks performed by less than 30 percent of either first-job or first-enlistment course graduates is considered unsupported and should be taught by OJT, not in the entry-level course, unless there is sufficient justification (i.e. criticality) to keep it in the course.

Using the criteria in the regulation, 27 of the 66 learning objectives (constituting 83.25 hours of instruction) are not supported. Because there are so many unsupported objectives, they are not listed in detail in this report, but a sample is provided in Table 16 to illustrate the problem. Training personnel need to review the entire POI printout in the Training Extract and determine if the course content should be modified.

There are also several tasks having high TE ratings, more than 30 percent members performing, and moderate TD that were not matched to the POI (see Table 17). Half are tasks related to aircrew training which may suggest an area of the POI that may require expansion.

#### Summary

Substantial portions of the STS and POI are not supported by survey data using criteria set forth in AFR 8-13/ATC Sup 1 and ATCR 52-22, Atch 1. Training personnel may need to consider using alternative criteria when reviewing the support or nonsupport of STS items. Course content also needs to be carefully reviewed to determine if all the material now being taught should be retained.

#### USE OF COURSE GRADUATES

Use of AFSC 271X2 personnel, and course graduates in particular, is an issue of importance in this study. To assist in determining how graduates are used, CODAP programs were used to isolate respondents who indicated they have completed the ABR27132 course and identify jobs they reported having. Table 18 shows over a third of all graduates have the Squadron Operations job, with smaller percentages in the other jobs, again reflecting the diversity of jobs in the career ladder. Figures in Table 19 reflect the percentage of personnel in each job that reported they are entry-level course graduates. Twenty six percent of all Duty Desk personnel (24 of the 92 in the job) and 20 percent of Standardization and Evaluation (one of the five in the job) are graduates. Training personnel need to consider figures in these two tables as they review the POI to determine what should remain in the course.

TABLE 16

## SAMPLE OF UNSUPPORTED ABR27132 POI OBJECTIVES

OBJECTIVE AND MATCHED TASKS	TNG EMP	ATI	PERCENT GRADS PERFORMING			TSK DIF
			1-24 TAFMS (N=96)	1-48 TAFMS (N=147)		
I13A. USING AFORMS STORE AND FORWARD (ASAF) PROGRAM, PREPARE A TRANSACTION TO UPDATE AFORMS FILE USING PSEUDO-REMOTE PROCEDURES.						
F190 PERFORM AFORMS FILES MAINTENANCE USING PSEUDO- REMOTE PROCEDURES	4.83	11	10	13		5.81
I17A. USING THE FRAME BUILDING SYSTEM, CONSTRUCT A FRAME.						
F177 CONSTRUCT AIR FORCE OPERATIONS RESOURCE MANAGEMENT SYSTEMS (AFORMS) FRAMES	2.49	2	4	3		7.52
I19A. DESIGN AN AFOLDS SINGLE FILE RETRIEVAL.						
F197 PREPARE SINGLE FILE AFOLDS RETRIEVALS	3.89	7	8	12		7.30
II4. INPUT PHYSICAL QUALIFICATIONS INTO AFORMS DATA BASE						
E134 INPUT PHYSICAL QUALIFICATION DATES AND CODES INTO AFORMS	6.14	11	20	22		3.74
II7C. PUBLISH AN AERONAUTICAL ORDER FOR A CHANGE IN AVIATION SERVICE AND AWARD OF ADVANCED AIRCREW MEMBER BADGE						
E98 ASSIGN AVIATION SERVICE CODES (ASC)	6.09	11	9	10		5.43
E164 PUBLISH AO USING AFORMS USER DEFINED FUNCTIONS	5.74	11	16	15		5.16
E127 DETERMINE RATED, NONRATED, OR PARACHUTIST ELIGIBILITY FOR BASIC, ADVANCED, OR MASTER RATINGS OR BADGES	5.09	11	8	6		5.22



TABLE 17

TASKS WITH HIGH TE NOT MATCHED TO ABR27132 POI OBJECTIVES

TASK	PERCENT GRADS PERFORMING					TSK DIF
	1-24	1-48	TAFMS (N=96)	TAFMS (N=147)		
			ATI			
			TNG EMP			
F187 OPERATE OPTICAL MARK READER (OMR)			5.74	12	31	5.20
K290 AUDIT AIRCREW TRAINING PRODUCTS			5.26	12	35	5.43
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS			5.11	12	38	4.59
K292 AUDIT OPTICAL MARK READER (OMR) BUBBLE SHEETS			5.03	12	42	4.48
K301 MAINTAIN AIRCREW TRAINING INFORMATION			4.94	12	31	4.68
K316 UPDATE AIRCREW DUTY POSITION STATUS			4.63	12	31	5.12
TE Mean = 2.63 S. D. = 1.79						
TD Mean = 5.00 S. D. = 1.00						

TABLE 18  
PERCENTAGE OF ENTRY LEVEL COURSE GRADUATES IN  
CAREER LADDER JOBS

JOBS -----	PERCENT OF GRADUATES (N=245) -----
SQUADRON OPERATIONS	36%
FLIGHT RECORDS	15%
SCHEDULING AND CURRENT OPERATIONS	12%
AIRCREW TRAINING RECORDS	11%
NCOICs AND SUPERVISORS	3%
DUTY DESK	10%
AFORMS RESOURCES	2%
GROUND TRAINING SCHEDULING	3%
HQ STAFF	0%
STANDARDIZATION AND EVALUATION	*
NOT GROUPED	8%

\* Denotes less than 1 percent

TABLE 19

PERCENTAGE OF PERSONNEL IN CAREER LADDER JOBS  
WHO COMPLETED THE ENTRY LEVEL COURSE

JOBS	PERCENT COMPLETING
-----	-----
SQUADRON OPERATIONS	18%
FLIGHT RECORDS	14%
SCHEDULING AND CURRENT OPERATIONS	15%
AIRCREW TRAINING RECORDS	14%
NCOICs AND SUPERVISORS	7%
DUTY DESK	26%
AFORMS RESOURCES	12%
GROUND TRAINING SCHEDULING	16%
HQ STAFF	0%
STANDARDIZATION AND EVALUATION	20%
NOT GROUPEd	9%

\* Denotes less than 1 percent

## JOB SATISFACTION

Respondents were asked to indicate how interested they are in their jobs, if they feel their talents and training are being used, and if they intend to reenlist. Satisfaction indicators for TAFMS groups in the present study were compared to those of members of related AFSCs surveyed in the last two years (Table 20). Overall, expressed job interest is lower for AFSC 271X2 personnel in the three TAFMS groups than that expressed by members of the comparative sample. For some reason, second-enlistment AFSC 271X2 personnel have lower job interest and perceived use of talents and training than their first-enlistment, or career, counterparts.

Satisfaction indicators for TAFMS groups in the present study were also compared to figures reported in the 1986 OSR (Table 21). While overall indicators for both studies are quite similar, a slightly higher percentage of first-enlistment personnel in the present study find their jobs interesting and feel their talents are being used. Perceived use of training and reenlistment intentions are quite similar for the two studies for the TAFMS groups. Overall, satisfaction indicators have remained quite stable over the last 3 years.

Satisfaction indicators for members of the clusters and independent jobs are shown in Table 22. Most respondents find their work interesting, except those in the Duty Desk, AFORMS Resources, Ground Training, and Standardization and Evaluation clusters and jobs. AFSC 271X2 personnel on the duty desk have the lowest satisfaction, as expected, because their job requires so little of them and does not use any technical aspects of the career ladder. The Standardization and Evaluation job also involves nontechnical tasks.

Finally, job satisfaction indicators for all nongraduates and first-enlistment graduates of the entry-level course in each of the clusters and jobs were compared to determine if there is a difference (Table 23). A lower percentage of first-enlistment graduates in Flight Records found their job interesting than their nongraduate counterparts and almost a third less intended to reenlist. Interestingly enough, a higher percentage of graduates in the Duty Desk, AFORMS Resources, and Ground Training Scheduling jobs found their jobs interesting than nongraduates in the same job and felt their talents were being used better. Perceived use of training was also higher for graduates in AFORMS Resources and Ground Training Scheduling while reenlistment intentions varied for graduates and nongraduates in the jobs. Even though graduates in the Duty Desk job had somewhat higher satisfaction indicators, the overall satisfaction for this one job is very low. School and functional personnel need to review these data when they consider plans for including or excluding this job in the Specialty Description.

### Summary

Satisfaction of AFSC 271X2 personnel and members of similar AFSCs surveyed in the last two years were compared and data show second-enlistment AFSC 271X2 personnel are somewhat lower than their counterparts in other AFSCs.

TABLE 20  
COMPARISON OF JOB SATISFACTION INDICATORS FOR TAFMS  
GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE  
(PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	COMP		COMP		COMP	
	1989	SAMPLE	1989	SAMPLE	1989	SAMPLE
EXPRESSED JOB INTEREST:	(N=479)	(N=2216)	(N=399)	(N=2047)	(N=715)	(N=3384)
INTERESTING	64	76	59	74	71	78
SO-SO	21	13	23	12	17	11
DULL	15	10	18	13	12	11
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO GOOD	70	77	65	78	74	79
LITTLE OR NOT AT ALL	30	23	35	21	25	21
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO GOOD	72	75	59	81	67	77
LITTLE OR NOT AT ALL	28	14	41	19	33	22
REENLISTMENT INTENTIONS:						
WILL REENLIST	58	57	72	64	71	73
WILL NOT REENLIST	41	41	26	35	8	12
WILL RETIRE	*	*	*	*	20	14

\* Denotes less than 1 percent

- RELATED AFSCS SURVEYED IN 1988: 201X0, 201X1, 206X0, 271X1, 272X0, 274X0, 275X0

TABLE 21

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 271X2  
TAFMS GROUPS IN CURRENT AND PREVIOUS STUDY  
(PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	1989	1986	1989	1986	1989	1986
EXPRESSED JOB INTEREST:	(N=479) (N=427)		(N=399) (N=331)		(N=715) (N=863)	
INTERESTING	64	58	59	61	71	69
SO-SO	21	23	23	20	17	15
DULL	15	17	18	17	12	15
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO GOOD	70	64	65	65	74	72
LITTLE OR NOT AT ALL	30	35	35	34	25	28
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO GOOD	72	71	59	60	67	66
LITTLE OR NOT AT ALL	28	29	41	39	33	34
REENLISTMENT INTENTIONS:						
WILL REENLIST	58	63	72	68	71	72
WILL NOT REENLIST	41	36	26	30	8	7
WILL RETIRE	*	0	*	1	20	19

\* Denotes less than 1 percent

TABLE 22  
COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF CAREER LADDER JOBS  
(PERCENT MEMBERS RESPONDING)

	SQUAD OPS (N=500)	FLIGHT RECORDS (N=255)	SCHED & CURR OPS (N=204)	AIRCREW TRAINING (N=192)	NCOICs SUPVS (N=104)	DUTY DESK (N=92)
EXPRESSED JOB INTEREST:						
INTERESTING	68	75	74	64	75	33
SO-SO	20	16	15	20	18	27
DULL	11	9	11	16	7	38
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO GOOD	75	84	71	73	74	35
LITTLE OR NOT AT ALL	25	16	28	27	26	65
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO GOOD	72	90	49	77	60	31
LITTLE OR NOT AT ALL	28	9	51	23	39	68
REENLISTMENT INTENTIONS:						
WILL REENLIST	68	67	70	73	65	61
WILL NOT REENLIST	24	22	21	20	8	36
WILL RETIRE	7	9	9	7	27	3

TABLE 22 CONTINUED  
COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF CAREER LADDER JOBS  
(PERCENT MEMBERS RESPONDING)

	AFORMS RESOURCES (N=51)	GROUND TRAINING (N=49)	HQ STAFF (N=5)	STAND EVAL (N=5)
EXPRESSED JOB INTEREST:				
INTERESTING	55	55	80	40
SO-SO	23	31	20	40
DULL	22	14	0	20
PERCEIVED USE OF TALENTS:				
FAIRLY WELL TO GOOD	55	57	80	20
LITTLE OR NOT AT ALL	45	43	20	80
PERCEIVED USE OF TRAINING:				
FAIRLY WELL TO GOOD	78	55	80	20
LITTLE OR NOT AT ALL	22	45	20	80
REENLISTMENT INTENTIONS:				
WILL REENLIST	71	63	80	60
WILL NOT REENLIST	22	31	0	20
WILL RETIRE	8	6	20	20



TABLE 23  
COMPARISON OF SATISFACTION INDICATORS FOR NON-GRADUATES VERSUS  
FIRST ENLISTMENT GRADUATES IN JOBS  
(PERCENT MEMBERS RESPONDING)

	SQUADRON OPERATIONS		FLIGHT RECORDS		SCHEDULING AND CURRENT OPS		AIRCREW TRAINING	
	NON	1EL	NON	1EL	NON	1EL	NON	1EL
EXPRESSED JOB INTEREST:								
INTERESTING	67	71	76	50	75	77	64	69
SO-SO	21	19	16	44	13	15	18	31
DULL	12	10	8	6	12	8	18	0
PERCEIVED USE OF TALENTS:								
FAIRLY WELL TO GOOD	75	75	85	85	70	85	72	81
LITTLE OR NOT AT ALL	25	25	14	15	29	15	28	19
PERCEIVED USE OF TRAINING:								
FAIRLY WELL TO GOOD	73	68	89	100	52	31	76	75
LITTLE OR NOT AT ALL	27	32	9	0	48	69	24	25
REENLISTMENT INTENTIONS:								
WILL REENLIST	69	61	68	37	69	77	76	37
WILL NOT REENLIST	22	35	21	56	21	23	16	56
WILL RETIRE	8	0	10	0	9	0	7	6

TABLE 23 CONTINUED  
COMPARISON OF SATISFACTION INDICATORS FOR NON-GRADUATES VERSUS  
FIRST ENLISTMENT GRADUATES IN JOBS  
(PERCENT MEMBERS RESPONDING)

	DUTY		AFORMS		GROUND TRAINING		STANDARDIZATION	
	DESK		RESOURCES		SCHEDULING		EVALUATION	
	NON	1EL	NON	1EL	NON	1EL	NON	1EL
	GRADS	GRADS	GRADS	GRADS	GRADS	GRADS	GRADS	GRADS
	(N=68)	(N=22)	(N=14)	(N=16)	(N=41)	(N=5)	(N=4)	(N=1)
EXPRESSED JOB INTEREST:								
INTERESTING	29	41	57	75	51	80	50	0
SO-SO	32	18	14	0	24	20	50	0
DULL	38	41	29	25	15	0	0	100
PERCEIVED USE OF TALENTS:								
FAIRLY WELL TO GOOD	32	41	50	75	54	80	25	0
LITTLE OR NOT AT ALL	68	59	50	25	46	20	75	100
PERCEIVED USE OF TRAINING:								
FAIRLY WELL TO GOOD	32	32	43	100	54	60	25	0
LITTLE OR NOT AT ALL	68	68	57	0	46	40	75	100
REENLISTMENT INTENTIONS:								
WILL REENLIST	57	68	57	50	63	40	50	0
WILL NOT REENLIST	38	32	14	50	29	60	25	100
WILL RETIRE	4	0	29	0	7	0	25	0

Overall, satisfaction has remained relatively unchanged over the last 3 years. Members of most clusters and jobs find their work interesting, feel their talents and training are used, and plan to reenlist. Personnel working the duty desk, however, have the lowest satisfaction indicators. First-enlistment graduates in the specialty jobs have varying degrees of satisfaction as compared to their nongraduate counterparts in the same jobs.

#### WRITE-IN COMMENTS

Two hundred sixty-eight respondents included write-in comments with their survey booklets. One hundred sixty-eight dealt with general comments on computer systems used and specific tasks performed. One hundred ten dealt specifically with issues related to job satisfaction. Eighty-one of these 110 respondents indicated they spend most of their time on additional duties or doing things that are not related to the specialty. The following are examples:

- 27172, E-6: Most of my time seems to be spent on additional duties.
- 27152, E-4: I believe this job could easily be performed by any individual. This job gives me no reason to remain a 271X2.
- 27152, E-4: Much of my time is also spent doing additional duties.
- 27172, E-5: I maintain the supply account for the wing DO and it takes up the majority of my time.
- 27172, E-7: I spend most of my time in my office on additional duties.
- 27152, E-5: My current job does not have anything to do with what I have learned for my AFSC.
- 27152, E-4: I am a 27152, but my assignment here is a tactical deception NCO.
- 27172, E-8: Job at present is scheduling commercial contract airlift coordination flight schedules with commercial carriers.
- 27172, E-6: I am currently NCOIC, Air Operations at Red Flag. A lot of the work we do is not 271X2 related.

Forty-two of the 81 respondents who indicated they spend much time on additional duties or doing non-271X2 work hold the 7-skill level. Of these 81, only five are graduates of the entry-level course.

This is probably because the course has only been operating for about two years and most of these respondents are more senior members.

There are 17 other respondents who indicated they spend most of their time maintaining data bases at HQ SAC and HQ MAC. One is an entry-level course graduate. And finally, there are 12 other generally unhappy nongraduates who feel some major changes need to occur in the career ladder.

It is interesting to note that nearly all these comments are from more senior personnel who have not been through the course. These write-in comments help explain why there is such low satisfaction in the career ladder. Functional personnel need to consider the ways 271X2 personnel are being used.

### IMPLICATIONS

This survey was requested by HQ ATC/TTOK to obtain current task information to determine if there have been any changes in the way AFSC 271X2 personnel are being used, to review the STS for the specialty, and the POI for the course created after the last OSR, and to see if graduates use their training.

Overall, there have been few changes in the career ladder over the last three years. Survey data show there is still a great deal of diversity in the career ladder, with members of the specialty performing a number of jobs that involve relatively few tasks. In addition, respondents report spending quite a bit of time on additional duties. Job satisfaction indicators continue to indicate unhappiness in the career ladder.

The diversity of the career ladder is such that the usual ATC criteria for entry-level training does not support much of the current ABR27132 POI. In addition, survey data do not support much of the current STS using normal criteria. Training personnel need to consider alternative approaches when reviewing the content of the POI and the STS. There may not be sufficient justification for keeping the entry-level course.

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY  
MEMBERS OF CAREER LADDER JOBS

TABLE A1

SQUADRON OPERATIONS  
STG192

NUMBER IN GROUP: 500	AVERAGE TIME IN JOB: 27 Months
PERCENT OF SAMPLE: 31%	AVERAGE TICF: 67 Months
PREDOMINANT PAYGRADE: E-4	AVERAGE TAFMS: 95 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
-----	-----
H241 POST OR UPDATE AIRCRAFT TAKEOFF OR LANDING TIMES	92
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	92
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	86
G223 PREPARE FLIGHT AUTHORIZATIONS	85
G210 MAINTAIN FLIGHT AUTHORIZATIONS	84
H237 PERFORM CLOSING CHECKLIST PROCEDURES FOR DUTY DESK	83
H239 PERFORM OPENING CHECKLIST PROCEDURES FOR DUTY DESK	83
H243 POST OR UPDATE VOICE CALL SIGN LIST, DIVERT CODE, OR AIRFIELD STATUS INFORMATION	79
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFORMS	79
K288 ASSIGN AIRCREW TRAINING TABLES OR PLANS	74
G205 INITIATE FLIGHT AUTHORIZATIONS	73
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS	73
K290 AUDIT AIRCREW TRAINING PRODUCTS	73
I253 COORDINATE AIRCRAFT TAIL NUMBERS WITH MAINTENANCE OR COMMAND POST	72
H233 MONITOR AIRCREW SIGN-IN AND SIGN-OUT SHEETS	71
E132 INPUT FLYING HOUR DATA INTO AFORMS	71
I262 DISTRIBUTE FLYING SCHEDULES	71
G211 MAINTAIN FLIGHT CREW INFORMATION FILES (FCIF)	71
G224 PREPARE SORTS	70
H244 POST OR UPDATE WEATHER STATUS INFORMATION	70
G214 MAINTAIN SORTS	70
I255 COORDINATE FLIGHT SCHEDULE CHANGES WITH SUPPORTING AGENCIES	67
F188 OPERATE SYSTEM PRINTER	66
G225 VERIFY AIRCRAFT SORTIE DATA WITH MAINTENANCE	64
K303 MAINTAIN OMR BUBBLE SHEETS	63
E141 MAINTAIN AFTO FORMS 781	61
K292 AUDIT OPTICAL MARK READER (OMR) BUBBLE SHEETS	58
G206 INITIATE SORTS	66

TABLE A2  
FLIGHT RECORDS  
STG106

NUMBER IN GROUP: 255	AVERAGE TIME IN JOB: 22 Months
PERCENT OF SAMPLE: 16%	AVERAGE TICF: 84 Months
PREDOMINANT PAYGRADE: E-5	AVERAGE TAFMS: 118 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
E116 CONDUCT FLIGHT RECORD REVIEWS	96
E109 AUDIT INDIVIDUAL DATA SUMMARIES (IDS)	95
E107 AUDIT FLIGHT RECORD FOLDERS (FRF)	94
E98 ASSIGN AVIATION SERVICE CODES (ASC)	93
E164 PUBLISH AO USING AFORMS USER DEFINED FUNCTIONS (UDF)	92
E110 AUDIT INDIVIDUAL FLIGHT RECORDS (IFR)	92
E102 AUDIT AF FORMS 702 (INDIVIDUAL PHYSIOLOGICAL TRAINING RECORD)	92
E138 MAINTAIN AF FORMS 1042	91
E100 AUDIT AF FORMS 1042 (MEDICAL RECOMMENDATIONS FOR FLYING OR SPECIAL OPERATIONAL DUTY)	91
E99 ASSIGN FLYING ACTIVITY CATEGORY (FAC) CODES	91
E133 INPUT NEW RATED AND NONRATED PERSONNEL INTO AFORMS	90
E97 ASSEMBLE FLIGHT RECORDS PACKAGE (FRP) FOR PERMANENT CHANGE OF STATION (PCS) PERSONNEL	90
E101 AUDIT AF FORMS 142 (AVIATION SERVICE AUDIT WORKSHEET)	90
E124 DETERMINE ASC CODES FOR RATED AND NONRATED PERSONNEL	90
E134 INPUT PHYSICAL QUALIFICATION DATES AND CODES INTO AFORMS	89
E114 COMPUTE OPERATIONAL FLYING DUTY ACCUMULATOR (OFDA) CREDITS	89
E159 PREPARE AO USING COMPUTER PRODUCTS OR SOURCE DOCUMENTS	87
E166 REQUEST IN-PROCESSING OR OUT-PROCESSING PRODUCTS	87
E140 MAINTAIN AF FORMS 702	87
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	86
E146 MAINTAIN IFR	86
E139 MAINTAIN AF FORMS 142	85
E126 DETERMINE FAC CODES FOR RATED PERSONNEL	84
E145 MAINTAIN IDS	82
E157 PICK UP AF FORMS 1042 FROM HOSPITAL OR CLINIC	82
F188 OPERATE SYSTEM PRINTER	80
F139 PERFORM AFORMS FILES MAINTENANCE USING ON-LINE PROCEDURES	76

TABLE A3

SCHEDULING AND CURRENT OPERATIONS  
STG033

NUMBER IN GROUP: 204	AVERAGE TIME IN JOB: 23 Months
PERCENT OF SAMPLE: 13%	AVERAGE TICF: 87 Months
PREDOMINANT PAYGRADE: E-5	AVERAGE TAFMS: 121 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
-----	-----
I255 COORDINATE FLIGHT SCHEDULE CHANGES WITH SUPPORTING AGENCIES	85
I264 PREPARE DAILY FLIGHT SCHEDULES	74
I262 DISTRIBUTE FLYING SCHEDULES	75
I268 PREPARE WEEKLY FLIGHT SCHEDULES	66
I257 COORDINATE MISSION CHANGES WITH SUPPORTING AGENCIES	75
I256 COORDINATE FLIGHT SCHEDULES WITH MAINTENANCE	63
I258 COORDINATE SPECIAL USE AIRSPACE WITH SUPPORTING AGENCIES	57
I251 COORDINATE AIR-TO-AIR REFUELING MISSIONS WITH SUPPORTING AGENCIES	45
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	34
I276 TRACK FLYING HOUR UTILIZATION	41
I254 COORDINATE COMBAT TARGETS OR RANGE TIME WITH SUPPORTING AGENCIES	36
I272 REVIEW SCHEDULED VERSUS FLOWN FLYING HOURS	48
B25 CONDUCT OR PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, CONFERENCES, OR WORKSHOPS, OTHER THAN TRAINING	66
I263 INTERPRET MISSION ITINERARIES	40
I253 COORDINATE AIRCRAFT TAIL NUMBERS WITH MAINTENANCE OR COMMAND POST	40
I269 PROVIDE USING AGENCIES WITH FLYING HOUR DATA	41
I271 RESOLVE CONFLICTS IN GROUND OR FLIGHT TRAINING SCHEDULE	40
I266 PREPARE MONTHLY FLIGHT SCHEDULES	40
I252 COORDINATE AIRCRAFT CLEARANCE INFORMATION WITH COMMAND POST OR BASE OPERATIONS	37
H241 POST OR UPDATE AIRCRAFT TAKEOFF OR LANDING TIMES	33
A8 DEVELOP OPERATIONAL PROCEDURES FOR FLIGHT SCHEDULING	44
B31 DIRECT MAINTENANCE OF STATUS BOARDS, CHARTS, OR GRAPHS	38
I249 CALCULATE AIR REFUELING REQUIREMENTS	30
A22 PLAN WORK PRIORITIES	35
I261 DETERMINE UNIT SORTIE REQUIREMENTS FOR MONTH OR QUARTER	29
I270 PUBLISH FLOW SCHEDULES	25
B45 MAINTAIN CLASSIFIED MATERIAL	26



TABLE A4

AIRCREW TRAINING RECORDS  
STG122

NUMBER IN GROUP: 192	AVERAGE TIME IN JOB: 22 Months
PERCENT OF SAMPLE: 12%	AVERAGE TICF: 62 Months
PREDOMINANT PAYGRADE: E-4	AVERAGE TAFMS: 92 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
-----	-----
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFORMS	88
K288 ASSIGN AIRCREW TRAINING TABLES OR PLANS	83
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS	77
K290 AUDIT AIRCREW TRAINING PRODUCTS	77
K317 UPDATE AIRCREW TRAINING REQUIREMENTS TABLES OR PLANS	76
K311 REQUEST AIRCREW ON-LINE OR OFF-LINE TRAINING REPORTS	70
K310 PRORATE AIRCREW TRAINING REQUIREMENTS	70
E165 REQUEST FLYING CURRENCY LISTINGS FROM AFORMS	69
F188 OPERATE SYSTEM PRINTER	68
K301 MAINTAIN AIRCREW TRAINING INFORMATION	68
F198 REQUEST SYSTEM PRODUCTS	68
K316 UPDATE AIRCREW DUTY POSITION STATUS	67
K293 COMPLETE AIRCREW TRAINING IN-PROCESSING OR OUT-PROCESSING CHECKLISTS	65
B29 DESTROY PRIVACY ACT INFORMATION	64
K306 MONITOR AIRCREW CURRENCY FLYING REQUIREMENTS	63
K292 AUDIT OPTICAL MARK READER (OMR) BUBBLE SHEETS	62
F189 PERFORM AFORMS FILES MAINTENANCE USING ON-LINE PROCEDURES	61
K289 ASSIGN PROFESSIONAL QUALIFICATION INDICES (PQI)	61
K314 REVIEW PQI	61
G223 PREPARE FLIGHT AUTHORIZATIONS	60
K303 MAINTAIN OMR BUBBLE SHEETS	60
G210 MAINTAIN FLIGHT AUTHORIZATIONS	59
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	59
K305 MONITOR AIRCREW ADDITIONAL OR CONTINUATION TRAINING PROGRAMS	58
K291 AUDIT MISSION ACCOMPLISHMENT REPORTS (MAR)	56
G204 DISTRIBUTE FLYING CURRENCY LISTINGS TO FLIGHT MANAGERS	55
K312 REQUEST OMR BUBBLE SHEETS	53
G205 INITIATE FLIGHT AUTHORIZATIONS	49
G224 PREPARE SORTS	45
G209 MAINTAIN AIRCREW MISSION OR DEPLOYMENT KITS	33

TABLE A5

NCOICS AND SUPERVISORS  
STG035

NUMBER IN GROUP: 104	AVERAGE TIME IN JOB: 25 Months
PERCENT OF SAMPLE: 6%	AVERAGE TICF: 117 Months
PREDOMINANT PAYGRADE: E-6	AVERAGE TAFMS: 178 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
-----	-----
B25 CONDUCT OR PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, CONFERENCES, OR WORKSHOPS, OTHER THAN TRAINING	79
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	75
A21 PLAN OR SCHEDULE WORK ASSIGNMENTS	69
C67 WRITE APR	67
D79 DETERMINE TRAINING REQUIREMENTS	66
A22 PLAN WORK PRIORITIES	65
A17 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	64
C58 EVALUATE PERSONNEL FOR COMPLIANCE WITH PERFORMANCE STANDARDS	64
A20 ESTABLISH WORK METHODS	64
A23 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	63
B26 CONDUCT SUPERVISORY ORIENTATIONS OF NEWLY ASSIGNED PERSONNEL	62
D78 COUNSEL TRAINEES ON TRAINING PROGRESS	61
D84 EVALUATE PROGRESS OF TRAINEES	59
D76 CONDUCT OJT	59
D88 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	56
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	56
B44 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	55
D83 ESTABLISH TRAINING STANDARDS	54
D72 ASSIGN ON-THE-JOB TRAINING (OJT) TRAINERS	53
A2 ASSIGN SPONSORS FOR NEW PERSONNEL	51
D74 BRIEF UNIT PERSONNEL ON TRAINING MATTERS	49
A24 WRITE JOB DESCRIPTIONS	49
C63 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	48
D90 SCHEDULE TRAINING	44
A12 DEVELOP OPERATIONAL PROCEDURES FOR USE OF AIR FORCE OPERATIONS RESOURCE MANAGEMENT SYSTEM (AFORMS)	43

## TABLE A6

DUTY DESK  
STG076

NUMBER IN GROUP: 92	AVERAGE TIME IN JOB: 21 Months
PERCENT OF SAMPLE: 6%	AVERAGE TICF: 42 Months
PREDOMINANT PAYGRADE: E-4	AVERAGE TAFMS: 62 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
H239 PERFORM OPENING CHECKLIST PROCEDURES FOR DUTY DESK	90
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	89
H237 PERFORM CLOSING CHECKLIST PROCEDURES FOR DUTY DESK	89
H241 POST OR UPDATE AIRCRAFT TAKEOFF OR LANDING TIMES	77
H233 MONITOR AIRCREW SIGN-IN AND SIGN-OUT SHEETS	71
G211 MAINTAIN FLIGHT CREW INFORMATION FILES (FCIF)	62
H243 POST OR UPDATE VOICE CALL SIGN LIST, DIVERT CODE, OR AIRFIELD STATUS INFORMATION	53
G225 VERIFY AIRCRAFT SORTIE DATA WITH MAINTENANCE	53
I253 COORDINATE AIRCRAFT TAIL NUMBERS WITH MAINTENANCE OR COMMAND POST	50
H244 POST OR UPDATE WEATHER STATUS INFORMATION	46
G217 PICK UP COMPUTER PRODUCTS FROM DATA PROCESSING CENTER (DPC)	41
G213 MAINTAIN NOTICE TO AIRMEN (NOTAM) INFORMATION	41
F187 OPERATE OPTICAL MARK READER (OMR)	40
I255 COORDINATE FLIGHT SCHEDULE CHANGES WITH SUPPORTING AGENCIES	38
F188 OPERATE SYSTEM PRINTER	38
G223 PREPARE FLIGHT AUTHORIZATIONS	37
G226 VERIFY FLIGHT DEVIATIONS WITH SUPPORTING AGENCIES	36
G210 MAINTAIN FLIGHT AUTHORIZATIONS	36
G222 PREPARE DAILY OPERATION REPORTS	35
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	33
H236 OPERATE ULTRA HIGH FREQUENCY (UHF) OR RSU RADIO	30
H229 DRIVE AIRCREW FLIGHTLINE VEHICLES	29
G212 MAINTAIN FLIGHT INFORMATION PUBLICATIONS (FLIP)	28
H246 REQUEST FLIGHTLINE AIRCREW TRANSPORTATION	27
I256 COORDINATE FLIGHT SCHEDULES WITH MAINTENANCE	26
I262 DISTRIBUTE FLYING SCHEDULES	26
I252 COORDINATE AIRCRAFT CLEARANCE INFORMATION WITH COMMAND POST OR BASE OPERATIONS	24

TABLE A7

AFORMS RESOURCES  
STG034

NUMBER IN GROUP: 51	AVERAGE TIME IN JOB: 17 Months
PERCENT OF SAMPLE: 3%	AVERAGE TICF: 44 Months
PREDOMINANT PAYGRADE: E-4	AVERAGE TAFMS: 78 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	75
F188 OPERATE SYSTEM PRINTER	59
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFORMS	57
G223 PREPARE FLIGHT AUTHORIZATIONS	55
E132 INPUT FLYING HOUR DATA INTO AFORMS	55
G210 MAINTAIN FLIGHT AUTHORIZATIONS	51
E141 MAINTAIN AFTO FORMS 781	51
F198 REQUEST SYSTEM PRODUCTS	45
K292 AUDIT OPTICAL MARK READER (OMR) BUBBLE SHEETS	43
F187 OPERATE OPTICAL MARK READER (OMR)	41
K291 AUDIT MISSION ACCOMPLISHMENT REPORTS (MAR)	35
K302 MAINTAIN MAR	35
G205 INITIATE FLIGHT AUTHORIZATIONS	35
F189 PERFORM AFORMS FILES MAINTENANCE USING ON-LINE PROCEDURES	35
K303 MAINTAIN OMR BUBBLE SHEETS	33
E105 AUDIT DAILY FLYING UPDATE SUMMARIES	33
B29 DESTROY PRIVACY ACT INFORMATION	31
E116 CONDUCT FLIGHT RECORD REVIEWS	31
G225 VERIFY AIRCRAFT SORTIE DATA WITH MAINTENANCE	27
G217 PICK UP COMPUTER PRODUCTS FROM DATA PROCESSING CENTER (DPC)	27
G202 DELIVER DAILY OPERATION REPORTS TO COMMAND POST	25
K312 REQUEST OMR BUBBLE SHEETS	25
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS	24
K311 REQUEST AIRCREW ON-LINE OR OFF-LINE TRAINING REPORTS	24
B45 MAINTAIN CLASSIFIED MATERIAL	24
H241 POST OR UPDATE AIRCRAFT TAKEOFF OR LANDING TIMES	22
G224 PREPARE SORTS	22
H235 NOTIFY FAMILIES OF CREWMEMBERS OF FLIGHT ARRIVAL TIME	22
G211 MAINTAIN FLIGHT CREW INFORMATION FILES (FCIF)	20
I276 TRACK FLYING HOUR UTILIZATION	18
K290 AUDIT AIRCREW TRAINING PRODUCTS	14

TABLE A8

GROUND TRAINING SCHEDULING  
STG068

NUMBER IN GROUP: 49                      AVERAGE TIME IN JOB: 25 Months  
 PERCENT OF SAMPLE: 3%                  AVERAGE TICF: 58 Months  
 PREDOMINANT PAYGRADE: E-4              AVERAGE TAFMS: 80 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
I265 PREPARE GROUND TRAINING SCHEDULES	96
I273 SCHEDULE AIRCREW MEMBERS OR FLIGHT SURGEON FOR GROUND TRAINING REQUIREMENTS	90
I271 RESOLVE CONFLICTS IN GROUND OR FLIGHT TRAINING SCHEDULES	92
D90 SCHEDULE TRAINING	69
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFOMS	73
K294 COORDINATE AIRCREW GROUND OR FLIGHT TRAINING REQUIREMENTS WITH SUPPORTING AGENCIES	55
K301 MAINTAIN AIRCREW TRAINING INFORMATION	57
B25 CONDUCT OR PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, CONFERENCES, OR WORKSHOPS, OTHER THAN TRAINING	57
K305 MONITOR AIRCREW ADDITIONAL OR CONTINUATION TRAINING PROGRAMS	41
F189 PERFORM AFOMS FILES MAINTENANCE USING ON-LINE PROCEDURES	47
K311 REQUEST AIRCREW ON-LINE OR OFF-LINE TRAINING REPORTS	41
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS	41
E125 DETERMINE COMPLETION OF GROUND OR FLIGHT TRAINING REQUIREMENTS PRIOR TO PCS OR TEMPORARY DUTY ASSIGNMENT	37
F188 OPERATE SYSTEM PRINTER	41
F198 REQUEST SYSTEM PRODUCTS	43
K296 DETERMINE AIRCREW TRAINING REQUIREMENTS	35
K299 INTERPRET AIRCREW TRAINING MANUALS	31
A23 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	33
A21 PLAN OR SCHEDULE WORK ASSIGNMENTS	31
K290 AUDIT AIRCREW TRAINING PRODUCTS	20
D92 SELECT INDIVIDUALS FOR SPECIALIZED TRAINING	20
B29 DESTROY PRIVACY ACT INFORMATION	29
G223 PREPARE FLIGHT AUTHORIZATIONS	16
B31 DIRECT MAINTENANCE OF STATUS BOARDS, CHARTS, OR GRAPHS	22
I262 DISTRIBUTE FLYING SCHEDULES	22
K313 REVIEW MONTHLY WING TRAINING PLANS	18
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	20
D88 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	22

TABLE A9

HQ STAFF  
STG243

NUMBER IN GROUP: 5                      AVERAGE TIME IN JOB: 19 Months  
PERCENT OF SAMPLE: <1%                AVERAGE TICF: 145 Months  
PREDOMINANT PAYGRADE: E-7              AVERAGE TAFMS: 220 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
B25 CONDUCT OR PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, CONFERENCES, OR WORKSHOPS, OTHER THAN TRAINING	100
C62 EVALUATE TIMELINESS OR ACCURACY OF FLIGHT MANAGEMENT PROCEDURES	100
C55 EVALUATE EFFECTIVENESS OF AUDIT PROCEDURES	100
C57 EVALUATE INSPECTION REPORT FINDINGS	100
A12 DEVELOP OPERATIONAL PROCEDURES FOR USE OF AIR FORCE OPERATIONS RESOURCE MANAGEMENT SYSTEM (AFORMS)	80
C58 EVALUATE PERSONNEL FOR COMPLIANCE WITH PERFORMANCE STANDARDS	80
C61 EVALUATE SUGGESTIONS	60
A6 DEVELOP OPERATIONAL PROCEDURES FOR AIRCREW RESOURCE MANAGEMENT	60
D86 EVALUATE TRAINING METHODS, TECHNIQUES, OR PROGRAMS	60
C54 CONDUCT STAFF ASSISTANCE VISITS	40
C69 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	40
A16 ESTABLISH ORGANIZATIONAL POLICIES	40
B28 DESTROY CLASSIFIED MATERIAL	40
B45 MAINTAIN CLASSIFIED MATERIAL	40
J278 AUDIT FLIGHT EVALUATION FOLDERS (FEF)	40
D77 CONDUCT OR PARTICIPATE IN TRAINING CONFERENCES	40
B33 IMPLEMENT AIRCREW FLIGHT MANUAL PROGRAMS	40
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	20
A8 DEVELOP OPERATIONAL PROCEDURES FOR FLIGHT SCHEDULING	20
B29 DESTROY PRIVACY ACT INFORMATION	20
K299 INTERPRET AIRCREW TRAINING MANUALS	20
A23 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	20
E129 EVALUATE ELIGIBILITY FOR ACIP OR HAZARDOUS DUTY INCENTIVE PAY (HDIP)	20
E136 INTERPRET DEPARTMENT OF DEFENSE (DOD) PAY MANUAL	20
A9 DEVELOP OPERATIONAL PROCEDURES FOR MOBILITY OPERATIONS	20

TABLE A10

STANDARDIZATION AND EVALUATION  
STG212

NUMBER IN GROUP: 5                      AVERAGE TIME IN JOB: 17 Months  
 PERCENT OF SAMPLE: <1%              AVERAGE TICF: 78 Months  
 PREDOMINANT PAYGRADE: E-5            AVERAGE TAFMS: 136 Months

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

	PERCENT MEMBERS PERFORMING
J284 MAINTAIN AF FORMS 8 IN FEF	100
J279 CONSTRUCT GRADE FOLDERS	100
J278 AUDIT FLIGHT EVALUATION FOLDERS (FEF)	100
J285 MAINTAIN AF FORMS 942 IN FEF	80
J281 INITIATE AF FORMS 8 (CERTIFICATE OF AIRCREW QUALIFICATION)	80
J282 INITIATE AF FORMS 942 (RECORD OF EVALUATION)	80
J280 FORWARD FEF TO GAINING UNIT, HOST OPERATING SYSTEM MANAGER, OR AIRCREW MEMBER	80
B30 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	60
B25 CONDUCT OR PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, CONFERENCES, OR WORKSHOPS, OTHER THAN TRAINING	40
E100 AUDIT AF FORMS 1042 (MEDICAL RECOMMENDATIONS FOR FLYING OR SPECIAL OPERATIONAL DUTY)	40
E107 AUDIT FLIGHT RECORD FOLDERS (FRF)	40
D70 ADMINISTER TESTS	40
A19 ESTABLISH PUBLICATION LIBRARIES	40
B31 DIRECT MAINTENANCE OF STATUS BOARDS, CHARTS, OR GRAPHS	40
B44 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	40
D79 DETERMINE TRAINING REQUIREMENTS	20
D91 SCORE TESTS	20
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO	20
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS	20
K301 MAINTAIN AIRCREW TRAINING INFORMATION	20
J286 REMOVE AF FORMS 8 OVER TWO YEARS OLD FROM FEF	20
D88 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	20
K290 AUDIT AIRCREW TRAINING PRODUCTS	20
E156 PERFORM STATISTICAL ANALYSES ON DATA USING TRENDS	20
E102 AUDIT AF FORMS 702 (INDIVIDUAL PHYSIOLOGICAL TRAINING RECORD)	20
E152 PERFORM STATISTICAL ANALYSES ON DATA USING AVERAGES	20
E153 PERFORM STATISTICAL ANALYSES ON DATA USING PERCENTAGES	20

APPENDIX B  
REPRESENTATIVE TASKS PERFORMED BY MEMBERS  
OF DAFSC GROUPS



TABLE B1

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 27132/52 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=153)
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	60
F188 OPERATE SYSTEM PRINTER	55
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	52
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFORMS	51
E132 INPUT FLYING HOUR DATA INTO AFORMS	50
H241 POST OR UPDATE AIRCRAFT TAKEOFF OR LANDING TIMES	49
B29 DESTROY PRIVACY ACT INFORMATION	49
G223 PREPARE FLIGHT AUTHORIZATIONS	47
F198 REQUEST SYSTEM PRODUCTS	47
G210 MAINTAIN FLIGHT AUTHORIZATIONS	46
F189 PERFORM AFORMS FILES MAINTENANCE USING ON-LINE PROCEDURES	44
I262 DISTRIBUTE FLYING SCHEDULES	42
E141 MAINTAIN AFTO FORMS 781	42
I255 COORDINATE FLIGHT SCHEDULE CHANGES WITH SUPPORTING AGENCIES	41
K300 MAINTAIN AIRCREW QUALIFICATION AND TRAINING PRODUCTS	41
B25 CONDUCT OR PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, CONFERENCES, OR WORKSHOPS, OTHER THAN TRAINING	41
H237 PERFORM CLOSING CHECKLIST PROCEDURES FOR DUTY DESK	40
I253 COORDINATE AIRCRAFT TAIL NUMBERS WITH MAINTENANCE OR COMMAND POST	39
H239 PERFORM OPENING CHECKLIST PROCEDURES FOR DUTY DESK	39
G205 INITIATE FLIGHT AUTHORIZATIONS	39
K303 MAINTAIN OMR BUBBLE SHEETS	38
K292 AUDIT OPTICAL MARK READER (OMR) BUBBLE SHEETS	37
G225 VERIFY AIRCRAFT SORTIE DATA WITH MAINTENANCE	37
G211 MAINTAIN FLIGHT CREW INFORMATION FILES (FCIF)	37
H233 MONITOR AIRCREW SIGN-IN AND SIGN-OUT SHEETS	36
B45 MAINTAIN CLASSIFIED MATERIAL	36
I257 COORDINATE MISSION CHANGES WITH SUPPORTING AGENCIES	35
I264 PREPARE DAILY FLIGHT SCHEDULES	32
I256 COORDINATE FLIGHT SCHEDULES WITH MAINTENANCE	32

TABLE B2

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 27172 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=127)
B25 CONDUCT OR PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, CONFERENCES, OR WORKSHOPS, OTHER THAN TRAINING	74
A21 PLAN OR SCHEDULE WORK ASSIGNMENTS	69
A22 PLAN WORK PRIORITIES	67
C67 WRITE APR	67
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	67
A20 ESTABLISH WORK METHODS	64
A23 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	63
B51 SUPERVISE OPERATIONS RESOURCE MANAGEMENT SPECIALISTS (AFSC 27152)	61
A17 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	59
D76 CONDUCT OJT	58
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	55
B29 DESTROY PRIVACY ACT INFORMATION	55
D79 DETERMINE TRAINING REQUIREMENTS	52
B44 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	52
F188 OPERATE SYSTEM PRINTER	50
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFORMS	50
F198 REQUEST SYSTEM PRODUCTS	50
K290 AUDIT AIRCREW TRAINING PRODUCTS	48
K311 REQUEST AIRCREW ON-LINE OR OFF-LINE TRAINING REPORTS	46
B47 SUPERVISE APPRENTICE OPERATIONS RESOURCE MANAGEMENT SPECIALISTS (AFSC 27132)	45
I255 COORDINATE FLIGHT SCHEDULE CHANGES WITH SUPPORTING AGENCIES	40
B45 MAINTAIN CLASSIFIED MATERIAL	40
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	40
I262 DISTRIBUTE FLYING SCHEDULES	38
I257 COORDINATE MISSION CHANGES WITH SUPPORTING AGENCIES	36
I264 PREPARE DAILY FLIGHT SCHEDULES	30

TABLE B3

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 27192 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=24)
F188 OPERATE SYSTEM PRINTER	63
H241 POST OR UPDATE AIRCRAFT TAKEOFF OR LANDING TIMES	57
G223 PREPARE FLIGHT AUTHORIZATIONS	55
G210 MAINTAIN FLIGHT AUTHORIZATIONS	51
H242 POST OR UPDATE DAILY FLIGHT SCHEDULE	49
E132 INPUT FLYING HOUR DATA INTO AFORMS	49
K298 INPUT AIRCREW GROUND AND FLIGHT TRAINING ACCOMPLISHMENTS INTO AFORMS	47
A2 ASSIGN SPONSORS FOR NEW PERSONNEL	47
E104 AUDIT AFTO FORMS 781 (AFORM AIRCREW/MISSION FLIGHT DATA DOCUMENT)	45
K303 MAINTAIN OMR BUBBLE SHEETS	43
E165 REQUEST FLYING CURRENCY LISTINGS FROM AFORMS	43
F198 REQUEST SYSTEM PRODUCTS	41
E141 MAINTAIN AFTO FORMS 781	39
G205 INITIATE FLIGHT AUTHORIZATIONS	39
I253 COORDINATE AIRCRAFT TAIL NUMBERS WITH MAINTENANCE OR COMMAND POST	39
G217 PICK UP COMPUTER PRODUCTS FROM DATA PROCESSING CENTER (DPC)	39
F189 PERFORM AFORMS FILES MAINTENANCE USING ON-LINE PROCEDURES	37
H237 PERFORM CLOSING CHECKLIST PROCEDURES FOR DUTY DESK	37
B45 MAINTAIN CLASSIFIED MATERIAL	37
I262 DISTRIBUTE FLYING SCHEDULES	35
K292 AUDIT OPTICAL MARK READER (OMR) BUBBLE SHEETS	35
H244 POST OR UPDATE WEATHER STATUS INFORMATION	35
G211 MAINTAIN FLIGHT CREW INFORMATION FILES (FCIF)	33
I255 COORDINATE FLIGHT SCHEDULE CHANGES WITH SUPPORTING AGENCIES	31
H239 PERFORM OPENING CHECKLIST PROCEDURES FOR DUTY DESK	31
H233 MONITOR AIRCREW SIGN-IN AND SIGN-OUT SHEETS	29
K306 MONITOR AIRCREW CURRENCY FLYING REQUIREMENTS	29
B31 DIRECT MAINTENANCE OF STATUS BOARDS, CHARTS, OR GRAPHS	27
I264 PREPARE DAILY FLIGHT SCHEDULES	18